

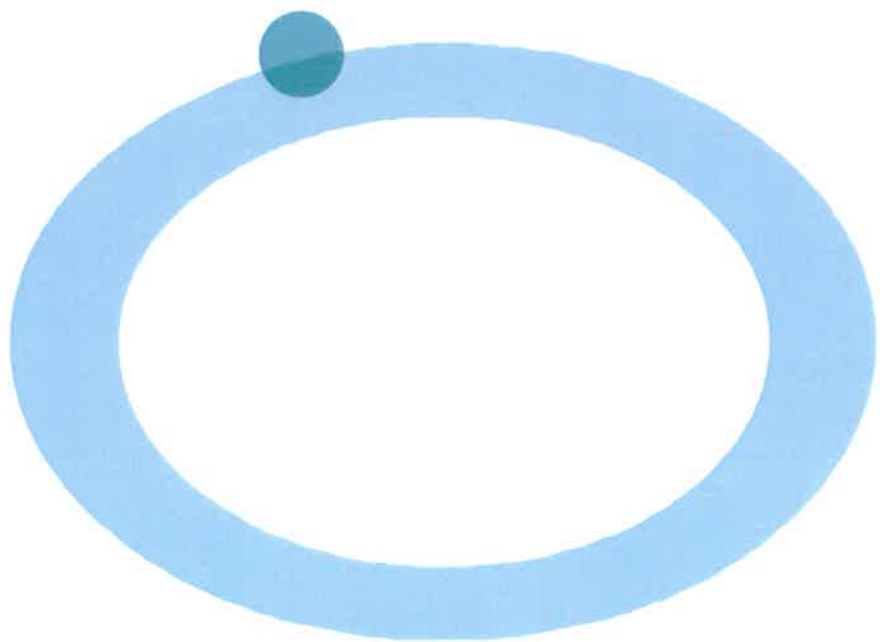
5HR01

Employment Relationship Management

Learner Assessment Brief

Assessment ID / 669_5HR01_22_01

Level 5 Associate Diploma in
• People Management



Please write clearly in block capitals.											
Centre number	6	6	9								
Learner number	8	4	5	3	4	91	1				
Learner surname	Hancock										
Learner other names	Claire Marie										
Learner signature	<i>CM Hancock</i>										
Assessor name											
Assessor signature											
Internal quality assurer name											
Internal quality assurer signature											
Assignment start date	2.3.22										
Assignment end date											
Assignment submission date	16.5.22										
Assignment re-submission date for centre marking (only two re-submissions allowed)											

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Employment Relationship Management

This unit examines the key approaches, practices and tools to manage and enhance the employee relationship to create better working lives and the significant impact this can have on organisational performance.

What you will learn

You will develop understanding of practices aimed at supporting better working lives, differentiating between employee involvement and participation as well as reviewing emerging developments to inform approaches to employee voice and engagement. You will learn about conflict and misbehavior, assessing emerging trends in conflict and industrial sanctions, third-party conciliation, mediation and arbitration. You will also learn about performance, disciplinary and grievance matters and explain the skills required for effective grievance and discipline-handling procedures. Finally, you will learn about the main provisions of collective employment law and the types of employee representation.

Learning Outcomes:

1. Understand employee voice, engagement and practices to support better working lives.
2. Understand different forms of conflict behavior and dispute resolution.
3. Understand how to manage performance, disciplinary and grievance matters lawfully.
4. Understand the role of employee bodies in employment relations.

Key Resources available on the CIPD website include:

[Managing Employment Relationship | CIPD](#)

[Employee Voice](#)

[Employee Engagement and Motivation](#)

[British Journal of Industrial Relations](#)

[Human Resource Management Journal](#)

Written Answers to Questions and Case Study

You are required to provide written answers to questions for task 1 and responses to the case study for task 2.

Preparation for the Tasks:

- You are encouraged to start with the reading, listening and watching required for this unit before moving on to plan the content of your assignment.
- Refer to the indicative content in the unit to guide and support your evidence.
- Pay attention to how your evidence is presented, including spelling and grammar.
- Make sure that all work generated for this assignment remains your own.

You will also benefit from:

- Acting on formative feedback from your Assessor.
- Reflecting on your own experiences.
- Reading the CIPD Fact Sheets and related on-line material on these topics.



Task One: Written Answers to Questions:

You are required to provide written answers to the following tasks:

1. Explain the role of employee voice in relation to engagement and wellbeing, the range of employee voice tools and approaches and how the concept can contribute to the design of better working lives (AC 1.1, 1.3, 1.5).
2. Critically evaluate the link between employee voice and improved organisational performance (AC 1.4).
3. Explain:
 - (a) the difference between employee involvement and employee participation and their link to unitarism and pluralism (AC 1.2).
 - (b) the roles and typical approaches taken by the key parties in employment relations: trade unions, management, government and its employment relations agencies and the reasons why collective bargaining is used (AC 4.1, 4.2, 4.3).
4. Explain different types of individual and collective conflict behaviour and some of the evolving approaches that can be used to manage these. Your response should include and distinguish between:
 - conflict and misbehaviour
 - official and unofficial industrial action
 - third party conciliation, mediation and arbitration (AC 2.1,2.2,2.3,2.4)

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

Your evidence must consist of:

Written answers to questions: (approximately 3000 words), refer to CIPD word count policy.

Task 2 – Case Study

You are a stand-alone HR Officer working for ABC limited, which has 150 employees at one site.. A manager has advised you that they would like to take disciplinary action against an employee who has allegedly been bullying a fellow colleague. The manager has not yet spoken to the employee in question and has not witnessed the act himself.

- (a) Explain the skills required for effective grievance and discipline handling procedures (AC 3.3).
- (b) Outline the information you need to advise the manager of the actions they can take (AC 3.2, 3.4).
- (c) If the manager had proceeded with the disciplinary without an investigation or informal discussion prior, what impact would this have had if the case had gone to tribunal; discuss the possible implications for the organisation (AC 3.1).

It is essential that you refer to employment legislation, guidance documents and case law for the tasks to ensure that your work is well supported. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

Your evidence must consist of:

(approximately 900 words), refer to CIPD word count policy.

Assessment Criteria Evidence Checklist

Use this as a checklist to make sure that you have included the required evidence to meet the task. Please enter the evidence title and where it can be referred to. An example has been provided for you.

Assessment criteria	Evidenced Y/N	Evidence reference
1.1 Review emerging developments to inform approaches to employee voice and engagement.	YES	<i>Task one, Question one</i>
1.2 Differentiate between employee involvement and employee participation and how it builds relationships.	YES	Task One, Question Two
1.3 Assess a range of employee voice tools and approaches to drive employee engagement.	YES	Task One, Question Three
1.4 Critically evaluate the interrelationships between employee voice and organisational performance.	YES	Task One, Question Four
1.5 Explain the concept of better working lives and how this can be designed.	YES	Task One, Question Five
2.1 Distinguish between organisational conflict and misbehaviour, and between informal and formal conflict.	YES	Task One, Question Six
2.2 Distinguish between official and unofficial employee action.	YES	Task One, Question Seven
2.3 Assess emerging trends in the types conflict and industrial sanctions.	YES	Task One, Question Eight
2.4 Distinguish between third-party conciliation, meditation and arbitration.	YES	Task One, Question Nine

3.1	Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues.	YES	Task Two, Question One
3.2	Analyse key causes of employee grievances.	YES	Task Two, Question Two
3.3	Explain the skills required for effective grievance and discipline-handling procedures.	YES	Task Two, Question Three
3.4	Advise on the importance of handling grievances effectively.	YES	Task Two, Question Four
4.1	Explain the main provisions of collective employment law.	YES	Task One, Question Ten
4.2	Compare the types of employee bodies, union and non-union forms of employee representation.	YES	Task One, Question Eleven
4.3	Evaluate the purpose of collective bargaining and how it works.	YES	Task One, Question Twelve

Declaration of Authentication

Declaration by learner

I have produced the assessment without assistance from my Assessor other than that which is acceptable under the scheme of assessment.

Learner name: CLAIRe MARIE HANCOCK

Learner signature: C.M. Hancock

Date: 16.5.2022

Declaration by Assessor

I confirm that:

- **The learner's work was conducted under any conditions laid out by the assessment brief.**
- **I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.**

Assessor name:

Assessor signature:

Date:

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Employment Relationship Management



Assessment Criteria marking descriptors

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range **for each AC**.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

To pass the unit assessment learners must achieve a 2 (Low Pass) or above for each of the assessment criteria.

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

Overall mark	Unit result
0 to 31	Fail
32 to 41	Low Pass
42 to 52	Pass
53 to 64	High Pass

Marking Descriptors

Mark	Range	Descriptor
1	Fail	Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC. Insufficient examples included, where required, to support answers. Presentation and structure of assignment is not appropriate and does not meet the assessment brief.
2	Low Pass	Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.
3	Pass	Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC. Includes confident use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed.
4	High Pass	Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate). Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise and well argued, directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer.

Marking grid

Assessment criteria	Mark 1-4	Comments from Tutor
1.1 Review emerging developments to inform approaches to employee voice and engagement.		
1.2 Differentiate between employee involvement and employee participation and how it builds relationships.		
1.3 Assess a range of employee voice tools and approaches to drive employee engagement.		
1.4 Critically evaluate the interrelationships between employee voice and organisational performance.		
1.5 Explain the concept of better working lives and how this can be designed.		
2.1 Distinguish between organisational conflict and misbehaviour, and between informal and formal conflict.		
2.2 Distinguish between official and unofficial employee action.		
2.3 Assess emerging trends in the types conflict and industrial sanctions.		
2.4 Distinguish between third-party conciliation, meditation and arbitration.		
3.1 Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues.		

3.2 Analyse key causes of employee grievances.

3.3 Explain the skills required for effective grievance and discipline-handling procedures.

3.4 Advise on the importance of handling grievances effectively.

4.1 Explain the main provisions of collective employment law.

4.2 Compare the types of employee bodies, union and non-union forms of employee representation.

4.3 Evaluate the purpose of collective bargaining and how it works.

Total marks for unit
