

Information Sheet

This is designed to inform all people practitioners as part of their induction into HR.

Q1. Explain what evidence-based practice is and how it might be applied within an organisation (AC 1.1)

CIPDa (2024) highlights that evidence-based practice (EBP) is crucial for people professionals to address business challenges, shaping strategy, fostering innovation, making informed decisions. It relies on critically evaluated, reliable data, supported by technology.

HR invests in tools, systems, and research to implement best practices. This supports goals, reducing attrition, analysing sickness trends, improving performance, engaging hybrid teams, enhancing people management, and attracting candidates through skills-based sourcing. It helps optimise hiring, analyse EDI demographics and promote inclusion.

Bluestone Resorts, where I work in Recruitment, is an award-winning business known for its customer experience and as an employer of choice (Insight6, 2024). We listen to employees as attentively as we do to customers. To address attrition, I conduct new starter surveys to identify reasons for departure, especially within the probationary period. The results may reveal common issues, poor training or management. I investigate further by checking with our Training Academy to see if modules are completed, if not, explore why new starters have not finished their training. Helping inform attrition strategies.

By analysing recruitment event effectiveness through application data, I identify the most successful events, plan strategically, allocate the budget effectively, save money by avoiding underperforming events.

This data-driven approach enables me to implement Briner's (2014) 6-stages of EBP:

1. **Asking** – Why are employees leaving? Is the training programme effective? Are the training modules being completed? Can I make cost savings in the recruitment budget?
2. **Acquiring** – I collect relevant data to confirm resignation figures via an attrition report and I conduct new starter surveys to determine why people have resigned. I report on how many applications were received following an event I attended.
3. **Appraising** – I evaluate the reliability of the data by using multiple sources to avoid bias, benchmark for accuracy, and validate through experiential insights.
4. **Aggregating** – I analyse the data to identify recurring themes, trends or figures to conclude an outcome.

5. **Applying** – I determine the necessary actions, plan their implementation, and set timelines for execution.
6. **Assessing** – I measure the impact of the actions taken, ensure consistent reporting, and communicate the outcomes to stakeholders. I continue the new process if reporting shows an improvement and if not, trial a new process.

CIPD (2024) notes that the role of HR is evolving, increasingly using data analytics in collaboration with IT and Data Analytics teams to improve decision-making. HR professionals are becoming key business partners to senior leaders, CEOs, board members, and directors.

Q2. Explain the importance of using data in organisations and why it is necessary to ensure that data is accurate when determining problems and issues. (AC 1.2)

The Four Key Sources of Evidence-based Practice according to CIPDc (2021, p. 48).

1. **Scientific Evidence:** Resources like ACAS Code of Practice or CIPD literature.
2. **Organisational Evidence:** Data reporting such as employee attrition, wellbeing, disciplinary rates and length of service.
3. **Experiential Evidence:** Drawing on insights and expertise from long-standing employees and HR business partners.
4. **Stakeholder Evidence:** Feedback from guest experience, new starter surveys and employee feedback on HR processes such as our Recruitment and Selection Policy, via employee pulse surveys.

Anicich and Lindsley (2024) emphasise that businesses should listen to employees as attentively as they do to customers. I can reduce attrition and boost engagement, improving workplace culture. I review and implement the Recruitment and Selection Policy, using data from the key sources. I rely on scientific evidence, such as Employment Law (e.g., Equality Act 2010), ensuring disabled applicants receive reasonable adjustments. I use organisational data to track attrition and implement redeployment to prevent redundancy. I collaborate with HR partners for policy review and legal compliance, drawing on their experience. I use stakeholder feedback from new starter surveys to address onboarding issues.

Failure to conduct proper reporting and analysis can increase resignations. If issues, like poor training for managers are not addressed, candidates may face discrimination. This can result in lower productivity, morale, damaged reputation, fewer applicants, overworked staff, and potentially costly tribunal cases.

Effective reporting offers benefits like better decision-making, improved candidate experience, skill-gap identification, streamlined recruitment, diversity, lower attrition, compliance, risk reduction, higher motivation, increased productivity, stronger employer reputation, higher sales, and potential bonuses. These outcomes foster a thriving workplace culture and demonstrate Bluestone's commitment to its people.

Q3. Explain the different types of data measurements used by people professionals. (AC 1.3)

According to Armstrong (2020, p. 730), data can be classified into two categories: quantitative and qualitative.

- Quantitative data consists of clear, numerical information requiring analysis to uncover insights. Its strength lies in providing measurable results, like attrition or sickness reports, revealing trends. This data's objectivity eliminates bias and tracks performance over time. I identify trends, such as sickness spikes, and analyse back-to-work interview reports for issues like time off for dependents, sickness, or work-related stress. These insights help me implement targeted management training, such as improving training practices or optimising rota management.
- Qualitative data includes written responses like surveys, exit interviews, and performance reviews. While it can be hard to interpret, it reveals common themes, such as poor management or low pay. For example, if an employee's performance review shows underperformance, I would investigate whether it's due to a lack of training or a recently discovered disability requiring adjustments. Addressing these issues can reduce attrition by retaining employees, possibly through redeployment, saving on recruitment costs.

Secondly, people analytics can be categorised as.

- **Descriptive:** Past events like attrition rates, turnover, and sickness levels provide insights into trends and factors, highlighting areas for improvement in recruitment and onboarding.
- **Multidimensional:** Evaluating leadership through engagement surveys helps assess communication, decision-making, and team sentiment, revealing how a manager's leadership affects team engagement and productivity.
- **Predictive:** By analysing historical data, I can forecast trends and outcomes, using past attrition or market data to improve talent acquisition and retention. This helps prepare the business and implement recruitment strategies before industry changes.

- **Prescriptive:** Data analysis provides actionable solutions, such as adding mandatory onboarding modules like safeguarding, our People at Risk Policy, or a Dignity at Work module to comply with new laws. These set expectations for new starters, reducing disciplinarys and promoting a positive work culture.

Data analytics reveals business successes or failures and whether SMART objectives in productivity and profitability are met. Shortcomings require HR to use data to build a business case and draw conclusions. David Millner (Employment Law Matters, 2024) argues that people professionals can challenge businesses by improving their data analytics skills. By focusing on people while adopting a business leader's mindset, they can prioritise profitability, ethics, and outcomes. As Millner states, "We need to become far more data-focused."

Q4. Explain how the application of agreed policies and procedures informs decisions. (AC 1.6)

HR policies provide a framework that ensures employment law compliance, promotes consistency, fosters inclusive, customer-focused culture aligned with strategic goals. These policies protect stakeholders and nurture a psychological contract based on autonomy and mutual respect.

A key policy is Disciplinary, Appeals, Grievance, and Probation Policy, which encourages employees to meet standards for behaviour, conduct, and attendance. It focuses on correcting behaviour rather than punishment, ensuring fair, consistent treatment in line with ACAS Code of Practice (2015).

I use policies as a guide when training new managers. I ensure that employees are treated fairly, understand behaviour expectations, adhere to attendance guidelines, fostering a culture of transparency and trust. Essential if grievances arise, employees feel supported, not punished, and know they are treated fairly according to legal guidelines. Employees will have access to this policy to understand what and how long a probation period is, what are probation reviews, our GDPR policy is, how to raise a grievance, what determines misconduct and gross misconduct and how to appeal.

Managers must enforce consistency, as deviation from the policies can lead to a negative culture, perceptions of favoritism, and legal risks such as unfair dismissal. To reduce these risks, policies should be accessible on the intranet, and managers should be well-trained in applying them. Transparency and adherence to policies build trust, encouraging employees to raise grievances with confidence, contributing to an engaged, productive workforce. This approach attracts future talent by reflecting our core company values.

Q5. Explain how people professionals create value for people, organisations and wider stakeholders. (AC 2.1)

HR capital (LET'S TALK HR, 2024) lies in consistent and comprehensive reporting, as single annual surveys fail to pinpoint areas of financial loss. Financial data is vital for influencing boards and directors; by using extensive historical data, HR can guide strategic decisions.

The financial language helps HR secure approval for reinvesting savings into areas like training, wellbeing, and workplace improvements. Transparent reporting on issues like high attrition rates uncovers root causes, enabling targeted solutions. Reports must be actionable and meaningful to drive change.

I add value throughout the employee lifecycle by using data at each stage. Attracting talent aligned with business needs, ensuring job ads/descriptions are value-based and accurate. During onboarding, I support new starters through company induction, boosting engagement and retention by setting expectations and providing access to all platforms. I enhance productivity with management training, performance metrics, and wellbeing initiatives. Using exit surveys to identify trends, adjust training programs, and ensure managers follow policies. By leveraging data, I drive business success while supporting employee growth and satisfaction.

This benefits external partners, such as job centres and training providers like those offering EDI courses to upskill managers.

Q6. Summarise the ways in which you can be customer-focused, and standards-driven in your own context. (AC 2.2)

Alistair Dent (2023) emphasises the need to keep "human" in HR, especially with the rise of hybrid and remote work. I must stay more connected to employees than ever.

HR analytics play a key part in the employee lifecycle, but they alone don't drive decision-making. The (CIPDc) Profession Map defines the knowledge, behaviours, and values that guide our profession to go the extra mile.

Bluestone sets standards for ethical decision-making, ensuring integrity and leadership by example. We act with honesty, using EBP to make better decisions while considering all stakeholders.

I work with job centre clients, support onboarding, removing barriers, ensuring GDPR compliance, gathering feedback on our application process to ensure accessibility for all. I

ensure policies are compliant with the law, including Equal Opportunities Policy, protecting all protected characteristics and managers have training to be deemed competent.

CIPD (2022) highlights, stepping away from transactional HR duties, adopting an external perspective, considering PESTLE factors is vital. This approach ensures businesses remain human-centric, with HR leading with warmth and humility.

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