

Q1. Evidence-based practice is a decision making process that uses different types of resources to make informed judgements for an organisation (Waite et al., 2021, pp.46–67). Evidence-based practice gathers reliable and suitable scientific research that is then assessed and evaluated. These findings are used to determine the best possible outcome to apply to the current matter in hand (Rousseau et al., 2014). *Barends, Rousseau and Briner (2017)* refers to the structure of the 6 A's evidence-based practice: asking, acquiring, appraising, aggregating, applying and assessing and how this can ensure decisions are practical, transparent and continue to improve people practice.

Here are two examples of how Company X could apply evidence-based practice in decision-making to meet the needs of their customers. To reduce employee turnover, company X could collect evidence from reliable employee retention research and within the client company engagement surveys, exit interviews and employee turnover. The next step would be to evaluate the gathered evidence and identify the root cause. For example lack of career development, low pay, high workload, poor management support and insufficient training. The findings from the evidence can be applied in the decision-making process. After this, we can assess the outcome of the decision taken (CIPD, 2022).

In some workplaces they use the Bradford Factor Score system to monitor staff absences, to ensure decisions are data driven and fair. This would be beneficial for Company X to collect and evaluate absence data to identify any themes or patterns that could indicate underlying issues such as high workload, stress or lack of engagement. This system is used as a premature measure to prompt supportive actions such as work adjustments, reviews and well-being support. Company X would assess over time if the outcome was effective in reducing the staff absence rate (UK Department for Education and Skills, n.d.).

Q2. Using data at Company X is important for accurately determining problems and issues because it allows decisions to be based on research rather than opinions, leading to more powerful and fair outcomes. According to KPMG (2015), the whole point of using data in practice is to drive greater value through the better use of the most important asset the organisation has, its people. If we can accurately determine what problems could be getting in the way of the organisation's success, we can implement solutions to what could make the company successful. Using a wide range of accurate data helps us to develop our knowledge and understanding on a variety of organisational and people issues, to help drive to successful employee and organisational performance (Waite et al., 2021, pp.46–67). If the use of data is inaccurate this could lead to misleading conclusions, wasted resources, time and cost. This could also lead to addressing the wrong issue and have a negative impact on the organisation's progress, success, reputation and potential legal risks. This would also impact the organisation's most important asset, the people by diminishing employee trust, poor employee relations, reducing engagement and performance, potentially causing a higher employee turnover (CIPD, 2022).

Q3. There are different types of data measurements that people professionals at Company X could use such as quantitative and qualitative and other types of resources that can be used within the organisation to help decision making. Quantitative data is numerical data that can be counted and measured, meaning it is suitable for statistical analysis. Quantitative data is useful for identifying patterns and measuring trends over a period of time. This type of data is usually gathered through surveys, computerised people practice systems or dashboards. This would be beneficial for Company X when reviewing and comparing:

- Number of days absent, frequency of absences, Bradford Factor scores
- Recruitment data such as successful take-up of advertised jobs
- Employee engagement and job satisfaction surveys

The advantage of quantitative data is it is easy to analyse to identify issues.

Qualitative data is the opposite to quantitative data, it is non-statistical and is based on descriptive and captured experiences. This type of data is useful for understanding the opinions and perceptions of how people feel. Qualitative data is usually gathered through surveys, review, interviews or other existing documentation (Waite et al., 2021, pp.46–67). This would be beneficial for Company X when reviewing and comparing:

- Written evidence from employee engagement and satisfaction survey responses
- Written exit or disciplinary interview records
- Written employee performance reviews

The advantage of qualitative data is it provides context which helps to explain why there are problems or issues.

Other types of information that can be analysed within the organisation for decision making are employee turnover and absence rates, employee reviews and appraisals, employee feedback and forums, employee development and dismissals and policies and procedures.

Q4. The application of policies and procedures can inform Company X's decisions by providing consistency, fairness and evidence-based framework for action. They can also drive customer-focused plans by immersing customer needs, service standards, and responsibility into daily operations. The policies and procedures are in place to provide clarity and structure to follow to reduce risk and to make sure decisions align with legal and organisation standards. The impact of policies and procedures can ensure employees are treated impartially to help build trust and support equality and diversity within the organisation. When employees witness policies applied fairly, confidence in management increases leading to a positive impact on the organisational culture. For example in my current workplace we use performance policy and procedures to ensure

that all employees have performance reviews, receive support and reasonable adjustments, targets and a time period to improve.

Failure to follow policies and procedures could lead to inconsistent and unfair decisions where employees may be treated differently and reduce trust, damaging employee relations. There could also be compliance risks by not following procedures, resulting in legal disputes.

Q5. People professionals at Company X can play a role in value creation in the organisational setting across the business practices and people such as hiring new staff, onboarding, developing staff, performance and reward, engagement and employee relation practices whilst ensuring ethical principles are maintained. The main focus is to create value for its customers to help sell products and services which creates value for stakeholders(Waite et al., 2021, pp.46–67). People professionals at Company X can create value for their people by making fair, equitable and supportive workplace practices. Through clear policies, successful performance management, learning and development possibilities, and wellbeing strategies, they help employees feel valued, engaged and supported. People professionals at Company X can create value for their organisation through their people. By using evidence-based practice and accurate data, they can identify the issues such as low performance and engagement rates and introduce targets to improve employee experience. This in turn will improve organisational performance and productivity and create value for the organisation. An engaged team delivers better customer service resulting in greater business outcomes. People professionals at Company X can create value for their wider stakeholders by including their customers, community, regulators and investors. By promoting fair employment, wellbeing and social responsibility also strengthens relationships with the wider community, helping Company X build trust and long term stakeholder confidence.

Q6. In my new role as a People Analytics Administrator at Company X, I would use previous experience and skills to be both customer-focused and standards driven. In my current role, I've learned the importance of actively listening to customers' needs and understanding these needs to enable me to deliver solutions to meet the customers expectations. I would also ask the customer questions to ensure I understood their requirements and make the customer experience specific to them and make them feel valued to maintain customer-focus service. To ensure we are standards driven, I would be product knowledge, honest and ensure the use of data is accurate and utilised to make informed decisions. I would carry out routine quality assurance checks to reduce the risk of errors and to ensure we meet our standards. I would also aim to be focused on improving both employee and organisational outcomes.

Q7. The excel table inserted below shows the hours of overtime worked over a four-week period for one of Company X's clients, Blue Mountain Patisserie.

Hours of overtime worked over a four week period for Blue Mountain Patisserie								
Department	Name	Week 1	Week 2	Week 3	Week 4	Normal working hours	Average number of overtime hours worked per week over 4 weeks	Average overtime worked as a percentage against normal working hours
Shop Staff	J Scott	16	8	12	8	37.5	11	29
	P Mean	10	14	6	7	20	9	45
	S Kidding	8	10	9	10	20	9	45
	D Jaques	9	6	21	11	37.5	12	32
	K Ritter	8	5	9	8	16	8	50
	H Barrel	12	12	11	5	16	10	63
	L Guarani	11	7	10	6	37.5	9	24
	K Pathos	10	11	15	12	20	12	60
	B Sykes	10	14	13	14	20	13	65
	S Grant	14	7	9	4	16	9	56
	P Perfect	5	8	10	12	16	9	56
	H Dumpty	4	7	7	7	20	6	30
	R Rickson	2	4	5	8	16	5	31
Baristas	K Gerbil	12	10	1	2	37.5	6	16
	S Lund	10	8	8	8	20	9	45
	B Bathbun	5	7	6	7	16	6	38
	H John	4	5	4	6	8	5	63
	R Rabbitt	2	3	2	2	8	2	25
Bakery	P Harlum	6	8	9	9	37.5	8	21
	M Hubbard	8	6	7	5	20	7	35
	P Boots	8	6	6	6	20	7	35

After reviewing the overtime data for Blue Mountain Patisserie, a number of observations and possible problems have arisen that need rectifying. In many countries, there are laws restricting overtime to a maximum of 48 hours per week in total, including regular and overtime hours. Potential issues with some employees such as J Scott and D Jaques going over the limit of hours over the 4 week period. Other employees such as K Pathos and B Sykes consistently work a large amount of overtime hours which could be an issue. If some employees are continuously working excessive overtime, this could be seen as unfair treatment and a breach of the law with potential legal action against the business. It is important that the business reviews their labour laws for their jurisdiction and ensures employees do not exceed the maximum number of hours allowed.

The continuous trend of overtime would suggest that the company is understaffed, resulting in employees working beyond their normal working hours. Potential issues of employees becoming fatigued, leading to decrease in employee performance and potential risk of mistakes, possible increase in staff sickness or absences. To improve this, the business could review current employee working hours and make adjustments if needed. The business could also consider employing additional staff members or increase the contracted hours for some of the employees on part-time hours.

On the other hand, we are not aware of what employees are doing during their shifts, we only have the overtime data to observe. The overtime could also suggest a lack of employee productivity and inefficiencies. Is the business looking after the physical and mental well being of their employees and are the systems in place as efficient as they could be? To look into this issue further, I would suggest recorded performance reviews of all employees and regular check-ins to help identify any problems. I would also review the system processes to identify any inefficiencies with daily operations, to improve productivity.

To conclude the data provides useful overtime trends but it does not capture why there is high overtime hours. Further data is required to understand the root causes and to address the issues accurately. Additionally, the business could collect qualitative data through employee job satisfaction surveys, interviews or request workload feedback from employees to understand how they feel about their work environment. The business could also introduce timesheets and track work processes to identify whether the high overtime is due to system errors or lack of employee performance.

Q8. Figure1. Average number of overtime hours worked per week over 4 weeks

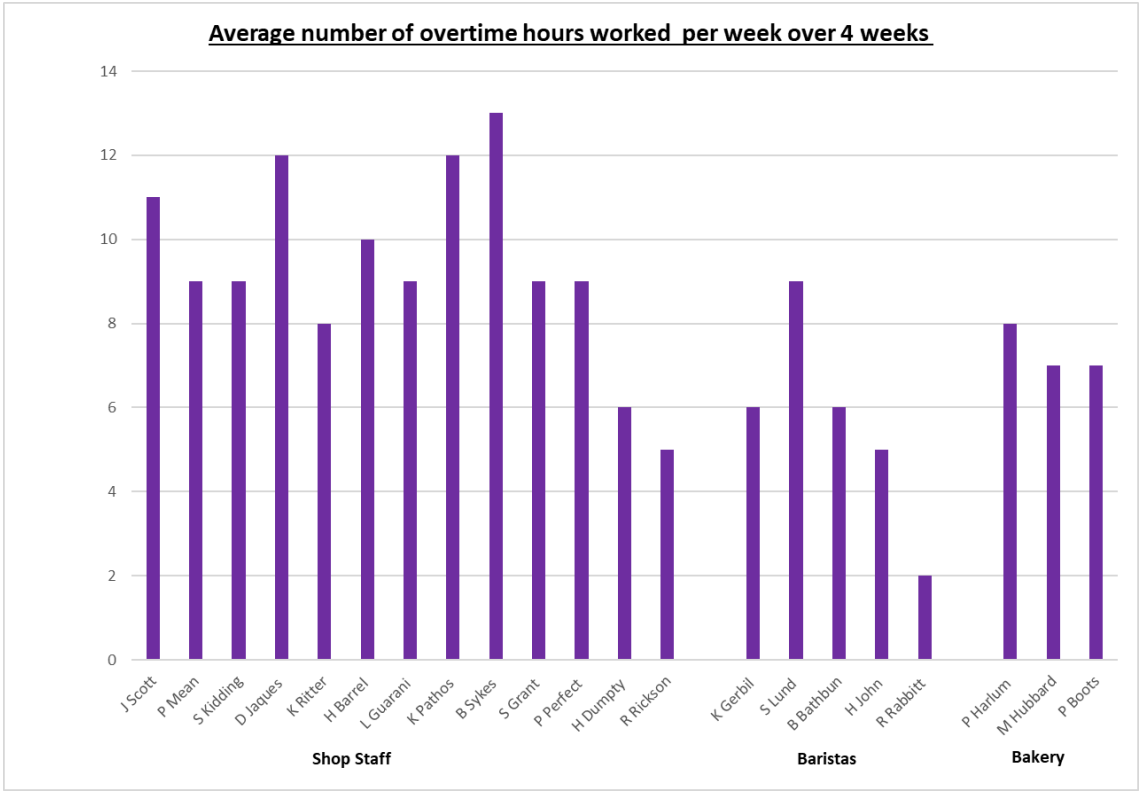
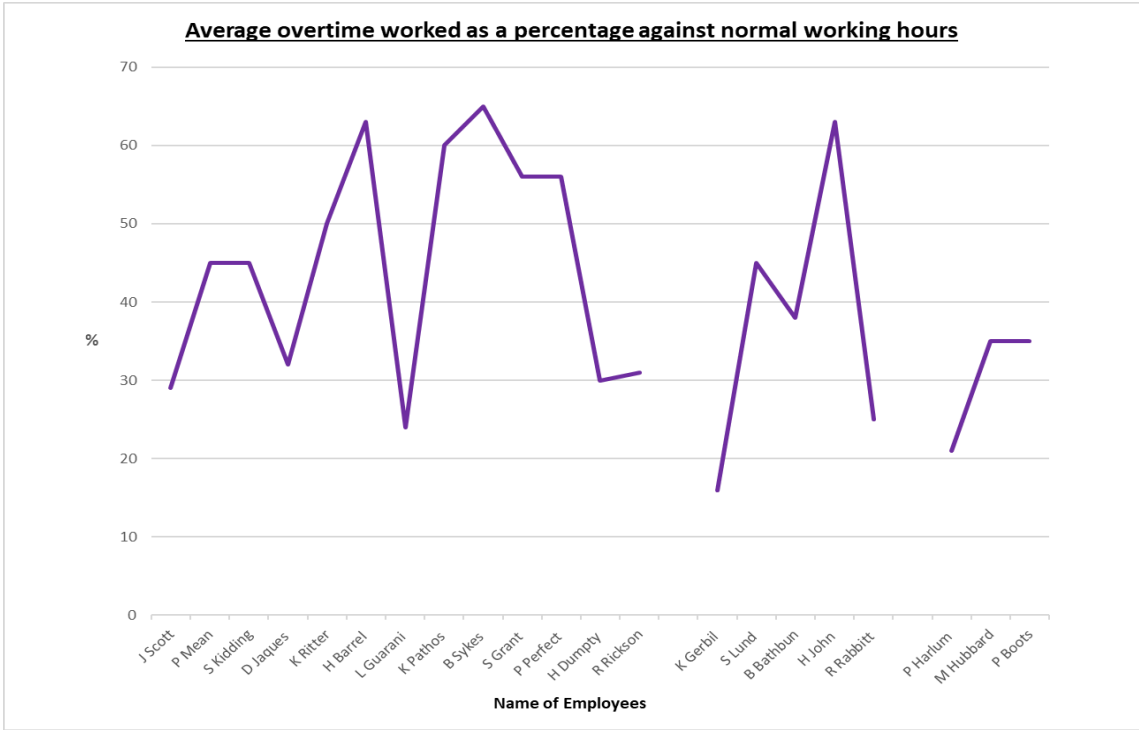


Figure 2. Average overtime worked as a percentage against normal working hours



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