Associate CIPD Diploma in People Management
- Curricula. Units & Learning Objectives -

5CO01 Organisational performance and culture in practice

About this Unit

This unit examines the connections between organisational structure and the wider world of work in a commercial context. It highlights the factors and trends, including the digital environment, that impact on business strategy and workforce planning, recognising the influence of culture, employee well-being and behaviour in delivering change and organisational performance.

What will you learn

- ✓ You will learn about the connections between **organisational structure**, **strategy** and the **business operating environment**.
- ✓ You will analyse external factors and trends and assess organisational priorities and issues, including the **scale of technology** within organisations.
- ✓ You will also interpret theories and models of **organisational and human behaviour** and the **drivers for change**.
- ✓ You will examine how to build **diversity and inclusion** that aims to promote a positive culture.
- ✓ You will evaluate the relationship between the **employee lifecycle** and your work and how people practice connects and supports wider people and organisational strategies, focusing on how to support **internal customer needs** and ensure that **business goals** and **objectives** are delivered in line with customer requirements.

5CO02 Evidence-based practice

About this Unit

This unit addresses the significance of capturing robust quantitative and qualitative evidence to inform meaningful insight to influence critical thinking. It focuses on analysing evidence through an ethical lens to improve decision-making and how measuring the impact of people practice is essential in creating value.

What will you learn

- ✓ You will develop understanding of the concepts of **evidence-based practice** and the **tools and methods** that are applied to diagnose issues, challenges and opportunities.
- ✓ You will explain the **principles of critical thinking** and assess how different **ethical perspectives** can influence decision-making.

- Key **insights** and **analysis tools** and **methods** will be covered, and you will evaluate the benefits, risks and financial implications of solutions aimed at improving people practice issues.
- You will **measure** the **impact** and value people practice contributions make to organisations, through collation of key findings and scrutiny of key systems and data.

5CO03 Professional behaviours and valuing people

About this Unit

This unit focuses on how applying core professional behaviours such as ethical practice, courage and inclusivity can build positive working relationships and support employee voice and well-being. It considers how developing and mastering new professional behaviours and practice can impact performance.

What will you learn

- You will explore **professional and ethical behaviours** in the context of people practice by appraising what it means to be a people professional, how personal and ethical values can be applied, including contributing to discussions with confidence and conviction to influence others.
- You will learn how to **champion inclusive and collaborative strategies**, arguing the human and business benefits of inclusive behaviours and the right to be fairly treated at work.
- Additionally, you will design and evaluate solutions aimed at **building positive working relationships**.
- You will demonstrate personal commitment to learning, professional development and performance improvement by exploring how the role of a people professional is evolving.
- You will also assess your own strengths, weaknesses and development areas and formulate a range of **CPD activities** to support your learning journey.

5HR01 Employment relationship management

About this Unit

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 will you 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 misbehaviour, 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.
- You will learn about the main provisions of **collective employment law** and the types of **employee representation**.

5HR02 Talent management and workforce planning

About this Unit

This unit focuses on the impact of effective workforce planning in considering the development of diverse talent pools and how to contract and onboard the workforce. It also includes analysis of the potential cost to the organisation if this is poorly managed and the tools and interventions required to mitigate this risk.

What will you learn

- You will extend your understanding of **labour market trends** and their significance for **workforce planning**.
- You will explain how organisations position themselves and the impact of a changing labour market on **resourcing decisions**.
- You will evaluate **techniques** to support workforce planning and explain approaches to **succession** and **contingency planning**, assessing the strengths and weaknesses of different methods of recruitment and selection aimed at building **effective workforces**.
- You will examine **turnover and retention trends**, and compare different approaches to **developing** and retaining talent, looking at how organisations build **talent pools**.
- You will learn about the importance of managing contractual arrangements and **onboarding**.

5HR03 Reward for performance and contribution

About this Unit

This unit focuses on how internal and external business factors influence reward strategies and policies, the financial drivers of the organisation and the impact of reward costs. It considers the importance of the role of people practice in supporting managers to make robust and professional reward judgments and the impact of rewarding performance.

What will you learn

- You will evaluate the **principles of reward** and its importance to **culture** and **performance management** and how policies and practices are implemented.
- You will explain how people and organisational performance impacts approaches to reward and the different types of benefits offered by organisations.
- You will evaluate the most appropriate ways in which data can be gathered and measured and develop insight from **benchmarking data**.

- ✓ You will develop **reward packages** and explain legislative requirements that impact reward practice.
- ✓ You will review the role of people practice in **supporting managers** to make consistent and appropriate reward judgments aligned to agreed approaches.

5OS04 People management in an international context

About this Unit

This unit is designed to give those practitioners working in people management in an international context the opportunity to focus on the complexities and considerations essential to this.

What will you learn

- ✓ You will examine contextual factors in relation to managing people from an international perspective and assess the **drivers** and **benefits** of employment in an **international context**.
- ✓ You will explain convergent and divergent approaches to **policy and practice** and learn about the factors relevant in selecting and resourcing, as well as the challenges and **cultural differences** to consider.
- ✓ You will evaluate the reasons expatriates are used for international working and the formation of appropriate policies and processes for selecting, preparing and managing **overseas repatriation**.