CIPD 5CO03 – PROFESSIONAL BEHAVIOURS AND VALUING PEOPLE

TASK 1 – CASE STUDY: NEXXOBYTE

Q1. As part of her actions to improve systems and procedures at Nexxobyte, Aisha has established monthly on-site Management Team meetings to be attended by her, Kit, you and the three Team Leaders. She would like you to make a short presentation at the first meeting 'appraising what it means to be a people professional, and some of the ways you can contribute at Nexxobyte.' Provide a written response covering the points you would include in this presentation. (AC 1.1)

1. Meaning of People Professional

A professional is a person who helps organisations through fair, ethical and effective administration of people. The position aims to use professional reasoning, ethical principles and evidence-based practice in forced choices related to the workplace. Professionals of people are supposed to be responsible, with up-to-date knowledge, and take business requirements and employee welfare into consideration when they advise managers. The profession of people also implies conducting activities according to the accepted professional standard (CIPD, 2021). They hold responsibility to the decision-making, which concerns the employees and the organisation in general

2. Role of People Professional

The role of a people professional is to not only assist organisations in accomplishing their objectives but also provide a positive and favourable working environment to employees. This will cover areas such as recruitment, learning and development, performance management and employee relations. The potential of this position is to reconcile between business performance and the wellbeing of employees. Proper people management will help to increase employee engagement, performance, and staff turnover (Mohammad et al., 2021). Professionals in the field contribute value by giving informed advice, risk management, and trust to the employment laws. Having people managed properly results in increased engagement in organisations, better performance and low staff turnover. Professional integrity is considered as an important characteristic from the eyes of professional personnel. This includes telling the truth, being predictable and moral in every course of action. People professionals should be ready to express their concerns regarding ill behaviour and make sure that the policies are equally enforced throughout the organisation. This assists in creating confidence and a good organisational culture.

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3. Situation in Nexxobyte

The vacancy is significant at Nexxobyte because of the lack of standard procedures and ability to manage at the moment. The organisation has been affected by unequal practices of various teams, including unequal working setup and disparate access to learning and development. This had led to employee problems and loss of best employees. Establishing proper recruitment, performance management and learning and development procedures would be useful in creating fairness and transparency within all teams. The ethical and inclusive practices integrated in the people's profession can contribute to the beneficial workplace culture, the minimisation of conflict, and the development of better retention (Onyekwelu *et al.* 2024). A people professional can contribute to a more welcoming and positive work-related culture through encouraging equitable treatment, free conversation, and communication with the employees.

Q2. You are excited by your new role and whilst you can see that there is a lot to do, you feel ready for the challenge. Discuss two of your personal or ethical values that you believe will help you in your new role, and how consistently applying these will inform your people practice work at Nexxobyte. (AC 1.2)

1. Integrity and Fairness

As an HR/L&D Adviser at Nexxobyte, my values will be a major influence in my personality and the decision I make. Integrity and fairness are two useful values that will empower me in this position. I will be able to overcome the problems that the organisation is currently facing and enhance the people's practices by continually enforcing the values. Integrity is doing something impartially, openly and ethically in every circumstance. This can be used in the practice of people to make evidence-based decisions, use policies similarly on a regular basis, and be ready to confront inappropriate behaviour. The Nexxobyte is faced with several problems including inconsistency in management practices such as unequal access to learning and development and variation in the way teams are conducted. Fairness does not indicate treating all people equally but rather the importance of making decisions grounded in clear and objective factors and not on the preference of an individual (Decuypere, 2021). Applying integrity will help me to make unbiased decisions based on the organisational values as opposed to my preferences. I will also increase professional courage by responding to any unethical practice such as favouritism, and giving clear evidence-based advice to managers. This will assist in developing trust between the employees and the management and enhance credibility of the organisation at large.

2. Treatment of Employees

Another important value that will be used in my approach is fairness. Fairness entails the treatment of the employees in a homophilic manner and decisions made on apparent and objective grounds. It does not imply treating everyone in one way but making opportunities to be possible and reasonable. Integrity helps make ethical decisions and is used to make sure that people's practices are used in the same manner throughout the organisation (Men et al., 2020). The absence of standard procedures in Nexxobyte has led to employees getting various working arrangements and unequal chances at developing. I will encourage a uniformity of policies and practices amongst all teams by being able to apply fairness. I would assist in initiating a set of rules regarding learning and development, recruitment and performance management so that all employees are given equal opportunities. I would also collaborate closely with managers to make these policies consistent and less biased which would boost the morale of employees.

Q3. Aisha has emphasised that she wants you to be a ‘a firm voice for people practice at Nexxobyte’. This means communicating with the management team in an informed, clear and confident way to convince them of the need for change and new ways of working. Consider why it is important to communicate in this way and two potential consequences (one for you and one for Nexxobyte) if you are unable to do so. (AC 1.3)

1. Importance of Effective Communication

A people professional at Nexxobyte has to inform, communicate clearly and confidently to the management team to influence the decision-making process and positively change it. Considering the existing problems in the organisation, effective communication is essential in ensuring that the problems are realised and dealt with. When advice is not delivered well, it will not be received and acted accordingly. Communication enables the people professionals to close the bad practices, clarify the risks and promote improved working methods (CIPD, 2023). This is significant at Nexxobyte since the managers make decisions in autonomy mostly with no guidance and consistency. Bringing knowledge to offer informed advice will assist managers to be aware of the dangers of bad practices, which include favouritism in learning and development, and aid in making enhancements. Assured and knowledgeable communication allows credibility and makes HR practitioners more effective in influencing organisational choice (Ambrosat, 2023). In the absence of this capacity, the professionals could also not be able to become ethical advisors and strategic partners.

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2. Effective Communication for Individuals

Effectiveness in communication is also required to make sure that all members of the management team learn to understand the messages. The team leaders have minimal experience in the management field. Simple and organised communication will be effective in learning why consistency in policies and fair practices is necessary. This will minimise the confusion and help in the implementation of new processes. Effective communication is also crucial since individuals are supposed to have professional courage when dealing with problems in a difficult situation. It is especially significant to address managers who might essentially lack people management skills (Aboramadan et al., 2020). At Nexxobyte, this might be pointing out the unfair treatment issues or irregularities. Confidence will help make sure that key messages are not ignored and motivate managers to act.

3. Implementation to Nexxobyte

In the case of Nexxobyte, ineffective communication may lead to the persistence of the ineffective practices. It includes inconsistent decision-making and inequality in using opportunities. This can result in a continued dissatisfaction of employees, more complaints, and high turnover. This may as well pose legal and reputational risks to the organisation in the long run. Informative, clear and confident communication is key in influencing managers, to enhance people practice and foster organisational success at Nexxobyte.

Q4. During a conversation with the two-administration staff, you learn more about some of the problems there have been at Nexxobyte. Some of these involved unethical behaviour (one manager regularly approving attendance at expensive training events and conferences for his 'favourite' team members, whilst consistently refusing similar requests from others) and even some illegal activity (a former employee using Nexxobyte work time and equipment to operate his own separate business).

Explain how, if you had been at Nexxobyte and aware of these two situations when they existed, you would have approached and raised them (AC 1.4)

1. Unethical behaviour and favouritism in training

A case of unethical behaviour in Nexxobyte is when a manager grants costly training opportunities to preferred employees and denies other employees the same opportunity. This conduct is immoral since it violates fairness, equality and transparency. This may weaken trust, undermine morale and may ensue staff frustrations significantly (Young, 2024). Professionals would have initiated collecting pertinent data to be able to know the pattern of decisions. They would then take up the issue directly with the manager in a business. Further the professionals follow other objective ways to explain the unfairness of the behaviour and the way it hurts the employees and the organisation. The professional would take it to the senior level of leadership by giving a proposal to have a set of clear and consistent criteria when it comes to access to learning and development opportunities.

2. Illegal behaviour and misuse of company time and resources

The second case is about illegal behaviour where an employee who was no longer working took the company time and equipment to carry on with another personal business. This will be a violation of both contractual and legal duties. Formal organisational practices should be used and hold the issue as a confidential matter with the top management in this case. This evidence would be recorded and proper disciplinary and actions would be taken to safeguard the organisation and people involved.

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3. Professional and proportionate response

In both cases, the response should be professional while being based on evidence, and should keep a secret with the proper procedures. The professionals can safeguard Nexxobyte by properly responding to wrong actions that result in unethical and illegal behaviour as well as promote a positive and ethical work environment.

Q5. You are pleased that your presentation at the manager's meeting (see Q1) was well received. However, one manager has since commented in the Manager Chat group, "We don't really need to change anything - the company is doing well financially and anyway people work much harder when they are not protected by a load of feel-good policies and procedures." You want to respond to this comment in a professional and informative way which may help to change these views. With reference to research or theory, argue the human and business benefits of people feeling included, valued, and fairly treated at work. (AC 2.1)

Though Nexxobyte is performing well financially, studies and theory indicate that focusing on performance without proper practice and people have the potential of posing long term risks. Workers will do better and be more dedicated when they feel appreciated and well-treated.

Human Benefits

From a human perspective, Maslow's Hierarchy of Needs gives explanations with the levels of belongings. Social and psychological needs are fulfilled when employees are honored and made to feel included and fairly treated. Where the learning and development opportunities are unevenly distributed within the organisation, they might feel rejected. This may lower morale, involvement and job satisfaction. Providing an inclusive environment, Nexxobyte will be able to help the employees to achieve higher motivation and performance levels.

Business Benefits

In terms of Business, the Social Exchange theory proposes that the relation between the employees and the organisation is by exchange. Once employees feel they have been given a just deal and they feel being appreciated, they want to exchange those behaviours through positive behaviours such as loyalty and commitment (Madison et al., 2025). The end result is enhanced performance, enhanced teamwork and turnover. The employees can assume such unfairness, and withdraw their efforts, get disengaged, or quit the organisation. At Nexxobyte, unfair treatment has already caused complaints and loss of valuable personnel through lack of consistent management practices, which is harmful to the business.

Additionally, inclusion and fairness should not be neglected, as short-term financial performance could be great. The fair and inclusive people practices will not just enhance the wellbeing of the employees but will also enhance the organisational performance and sustainability in the long term.

Q6. Following several of the complaints about unfair practice in relation to staff training, Aisha has asked you to devise a fair Staff Learning & Development Policy, which will include all staff members and will set out factors such as: allowable paid time for development activities, individual training budgets, type of learning activities that can be included, etc. AC 2.2

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Discuss the steps you will take

• to make your design of the initiative fair and inclusive

• to check, after three months of implementation, that the initiative is as inclusive as you

have intended.

In order to respond to the demands to stop the unfair access of learning and development to be experienced at Nexxobyte. It is necessary to design the initiative so that it would be fair and would be inclusive. This ensures that the effectiveness of the initiative is systematically assessed after the implementation.

Developing a non-discriminatory and inclusive L&D program

The initial action would be to make sure that the design of the L&D initiative will depend on the feedback of every employee and managers within the organisation. This may be done via surveys, focus groups and discussion to be aware of various learning requirements, liking and obstacles to involvement. This is especially true in Nexxobyte, where the lack of uniformity in the management practices has resulted in the inequality in access to development opportunities among teams. There must be clear and transparent criteria of accessing L&D opportunities (CIPD, 2024). This involves stipulating eligibility, establishing equal allocation of approval and training budgets among all employees. Additionally, the program must provide a variety of learning products such as online learning and workshops. The provision of flexible learning options also makes sure that various employees with varied learning styles, roles and personal situations can be involved. Corrective advice and training should also be offered to managers so as to make sure that they enact the policy in a consistent manner. In Nexxobyte, management experience is lacking, and mismatched practices have led to variances in implementing practices.

Reviewing inclusivity 3 months later

After three months of the implementation, it will be necessary to find out whether the initiative is effective as planned. The data of the participation must be analysed to show who utilises learning opportunities. This is a process that involves looking at discrepancy between teams, positions or groups of employees. Also, the employee feedback is to be gathered either in the form of surveys or informal conversation to find out how employees experience the L&D initiative. Employees will be able to give an insight on whether they believe the process is fair and accessible and supportive. Organisational indicators are to be monitored, which includes the complaints of unfair treatment, the levels of employee engagement, and turnover. In Nexxobyte, equal access to training was mentioned as a concern in the past, so the desire to evaluate the improvement of these concerns becomes necessary. In case the results indicate that the initiative is not so inclusive, suitable changes are to be implemented.

Designing a fair and inclusive L&D initiative at Nexxobyte requires a structured and transparent approach that considers the needs of all employees and ensures equal access to development opportunities. The ongoing monitoring and further development are to make the L&D initiative be effective and significant to the organisational requirements.

TASK 2 – PROFESSIONAL REVIEW

Q7. Using a combination of your own reflections and feedback from at least one other person, review your own behaviour against the six Associate-level standards for ‘Working inclusively’ in the CIPD Profession Map. https://www.cipd.org/uk/the-people-profession/the-professionmap/explore-the-profession-map/core-behaviours/working-inclusively/

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Summarise your conclusions from this activity, along with a brief explanation of who you involved and how their feedback informed your review. (AC 2.3)

You don't need to provide a reference or in-text citation for AC 2.3.

AC 2.3 Reflecting on working inclusively

In order to assess my inclusiveness as a behaviour, I compared my self-behaviour with the core behaviour of the CIPD Profession Map of core behaviour. This self-reflection combined with the feedback of others assisted me in having a clearer and more objective view of my strengths and weaknesses. The CIPD Profession Map identifies six Associate-level standards for working inclusively, including valuing people, respecting diversity, building relationships, collaboration, knowledge sharing and managing conflict. Personally, I have found that I have a major strength of showing respect and openness towards others. I am a follower of various opinions and attempting to listen to individuals as a person, and this facilitates inclusively. My colleague also testified that I am friendly and respectable in a team. This is in line with the expectation of appreciating diversity and flexibility to diverse opinions. My other strength that I identified is that I can work together well. I would play a beneficial role in group work and make others share their ideas. My colleague pointed out that I assist in the creation of a favourable environment in the team, which corresponds to behaviour of collaborative work and the establishment of positive relationships.

The reflection also allowed me to determine several aspects of development. My ability to deal with conflict is one of the areas. I prefer peace but I know that it is better to solve problems positively to foster trust. Another example of feedback provided by my colleague was that I may need to be more aggressive in presenting my opinions during challenging conversations. I have realised that I have to work on being proactive in designing psychological safety in groups. I do not necessarily monitor the level to which each person is comfortable enough to express their thoughts, which is my core nature. The acquisition of this skill would come in handy to make sure that no voices are silenced and no voices are left behind in decision-making. This exercise has allowed me to realise that I possess such inclusive behaviours as respect, collaborations and openness. Through enhancement of these areas, I will be in a better position to serve an inclusive and good working environment.

Q8. Research and identify two ways the people practitioner role (generalist or any specialist) is evolving. Summarise these two developments and the implications they have for your ongoing professional development. (AC 3.1)

The vision of people practitioners is dynamic because of change in technology, business requirements and workforce desirability. The shift in the role of data-driven decision-making and a more strategic role in organisations are two important developments (Ajgaonkar, 2022). The increasing role of data and analytics in people practice is one of the major changes that have occurred. It is now anticipated that people professionals will utilise data to make decisions that touch upon recruitment, performance, employee engagement and retention. This is done by analysing the workforce metrics, trends and providing evidence to corroborate the recommendations. Indicatively, I will have to get familiar with the art of using digital tools and be aware of key performance indicators in order to make informed decisions. I will take online courses and train my skills in data interpretation and presentation.

The other major development is the shift of a people practitioner role towards a more strategic and advisory role. People professionals are also likely to have an effect on the organisational strategy, impact senior leaders and contribute to the long-term business objectives (Jha, 2024). This involves correlation of people's practices with organisational goals, enhancement of organisational culture and change efforts. Additionally, the job will demand more power, influence, and criticality in terms of communication. The learning implication on my career growth is needed to improve my skills in reasoning and communicating with senior stakeholders with confidence. I intend to receive these skills in practice, feedback and constant learning, including participation in workshops or using professional materials.

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These changes indicate the increased complexity and significance of the role of a people practitioner. I need to constantly work on my technical as well as behavioural needs in order to be effective.

Q9. With reference to your reflections and feedback at Q7, and your research at Q8, assess your current strengths, weaknesses and development areas in relation to people practice. (AC 3.2)

You don't need to provide a reference or in-text citation for AC 3.2.

According to my reflection in Q7 and the information I gained through my research on changing the role of people practitioners in Q8, I have provided evaluation of my current strengths, weaknesses and development needs with regard to people practice. My personal strength in the area of developing positive working relationships and being respectful of people is also one of my main strengths. I listen to others actively and strive to make the environment inclusive such that others would feel valued. This was emphasised by the feedback I got about one of my colleagues, who said that I would be approachable and supportive. This is a strength that goes in line with the fundamental behaviour of working inclusively and is significant towards building trust and teamwork.

The second strength is that I can work as a team player and assist others. I play my role well in groups and will motivate the entire group to engage in the discussions and involve the group that seems not to be so confident. I will also support the sharing of knowledge and help others when they need them, which contributes to the establishment of constructive and collaborative relations at work. The behaviours play a significant role in fund management through people practice and help organisations to succeed.

I also have found weaknesses, one of them is that I am confident in handling conflict and confronting others. This is especially in people practice, as there is a need to exercise professional courage and speak up against bad practices when need be. The other weakness is that I lacked experience in the field of data-driven decision-making, which was revealed during my research on section Q8. The role of a people practitioner is more determined by the intentions to use the data and analytics and inform the decisions made. I realise that I should build my skills in this sphere, which involves learning of how to use data to support suggestions and follows the important metrics.

Q10. Following on from your self-assessments, identify two development activities you will undertake (or commence) in the next six months. Provide a brief explanation of the activities you have selected along with your reasons for choosing them. (AC 3.3)

You don't need to provide a reference or in-text citation for AC 3.3

I have spotted two major development activities that I will engage in within six months of time to help me become a better professional. The initial development practice is to take an online course in HR analytics and data-driven decision-making. The reason behind this activity is that I have determined a weakness in my capacity to use data to make decisions relating to the people. As it has been pointed out in my previous evaluation, the people practitioner role is more and more centered on evidence-based practice and workforce data to make decisions. I would be able to read some important metrics and report trends by becoming an analytical thinker. It will also enhance my decision support to organisational decisions as well as credibility in advising managers.

The second developmental activity is to enhance my confidence and conflict management and difficult conversation management skills. I will attend workshops or training sessions that deal with communication, conflict resolution and assertiveness. I will find out the possibilities to apply the skills in real life and ask my colleagues to provide feedback that will help me to develop. This skill should be given more strength especially in people practice where one has to show professional courage and challenge where it becomes imperative in handling inappropriate behaviour.

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Appendix

Q11. Shifting your focus to development activities you have already undertaken within the last two years, reflect on the two activities (formal or informal) that you consider had the greatest impact on your behaviour and performance.

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Provide your reflections, attached to your assessment, as either:

• your own format CPD record, edited to include just the two selected activities, or

• a report (or reports) from the CIPD 'My CPD Reflections' tool. (AC 3.4)

You don't need to provide a reference or in-text citation for AC 3.4.

CPD Activity 1: Team Collaboration Experience

Activity Type: Informal learning (Academic group work)

Date: 2025

What did I do?

I participated in a group project where I worked closely with others to complete shared tasks, communicate ideas and meet deadlines.

What did I learn?

I developed my ability to collaborate effectively, listen to different perspectives and support team members. I learned the importance of respecting diverse viewpoints and ensuring that everyone has the opportunity to contribute.

How has this impacted my behaviour?

This experience improved my approach to teamwork. I became more open, supportive and inclusive when working with others. I now actively encourage participation and try to create a positive team environment.

How has this improved my performance?

My improved collaboration skills have helped me work more effectively in team settings, leading to better outcomes and stronger working relationships. This is particularly relevant to people practice, where teamwork and inclusivity are essential.

CPD Activity 2: HR or Communication Skills Development

Activity Type: Formal learning (Online course)

Date: 2025-2026

What did I do?

I completed an online course focused on communication skills and professional development.

What did I learn?

I developed a better understanding of how to communicate clearly, structure information and present ideas more confidently. I also learned techniques for handling professional conversations effectively.

How has this impacted my behaviour?

This activity improved my confidence in expressing my ideas and communicating with others. I became more structured and clearer in my communication, especially in group discussions.

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How has this improved my performance?

My improved communication skills have helped me contribute more effectively in discussions and present ideas with greater confidence. This is important for a people professional, as clear and confident communication is essential for influencing others and supporting organisational change.

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