

1. Explain how ParcelCare can strategically position themselves in competitive labour markets. (AC 1.1)

The labour market is defined and measured by the supply of labour, referring to those who are employed and are looking for employment, and the demand of labour, referring to employers looking for employees to meet their operational needs (CIPD, 2025).

With new entrants to the parcel delivery market, it is important that ParcelCare differentiates from its competitors to stand out and promote themselves as an 'employer of choice' so they can strongly compete within the labour market, they should understand what competitors are doing before investing in a strategic resourcing strategy through a competitor analysis. ParcelCare should outline what they wish to achieve, gather relevant data and can identify the strengths and weaknesses of other national parcel delivery employment deals which could include wages and benefits, training opportunities, job security and organisational culture (Taylor and Woodhams, 2022). If the organisation is aware of what different competitors are offering, ParcelCare will have a greater understanding on how they can better their own employment deal to attract potential employees.

Whilst competing for talent, it is also important that ParcelCare considers their current employer brand to fully understand what stakeholders and customers think of them. The CIPD (2024) define employer brand as a set of qualities which make an organisation distinctive, promises a specific kind of employee experiences and appeals to those who will thrive in their culture. Some key findings from The CIPD's resourcing and talent management report (2024) showed that 81% of respondents are taking action to improve their employer brand, which suggests that ParcelCare could suffer further detriment when looking to position themselves if they do not take action to do the same. For ParcelCare to establish their employer brand and to understand what stakeholders and consumers value about them, an analysis should be conducted to gather the relevant data. This could be through audits, surveys and in-depth interviews so the organisation is able to build a stronger and more marketable brand that is more than just effective advertising (Taylor, 2022). By sharpening employer branding, the organisation could position themselves as a more attractive employer, saving on costs and see a stronger candidate pool which as a result can benefit ParcelCare's resourcing and performance within the competitive market.

2. Explain the impact of changing labour market conditions on resourcing decisions at ParcelCare. (AC 1.2)

The level of supply and demand in comparison to one another should influence how an employer positions themselves in the labour market. Some major labour market trends which could impact resourcing decisions at ParcelCare are tight and loose labour markets. During periods where there is high demand the market is said to be 'tight' because of minimum unemployment and unfilled job vacancies, whereas during periods that the supply

is high the market is said to be 'slack/loose' because of fewer vacancies and competitive jobseekers (CIPD, 2025).

When the labour market is tight, ParcelCare could find themselves adjusting their resourcing decisions to adapt to the trend. For example, skill shortages and an increase in competitors could mean increased costs for ParcelCare. More creative recruitment strategies with a focus on positive employer branding to attract potential recruits, investing more money into recruitment initiatives such as TV/radio adverts and recruitment agencies, investing in the development of current staff, and also investing in higher salaries could benefit (Taylor and Woodhams, 2022). It is also important that whilst the labour market is tight, ParcelCare do not find themselves in a position where current employees are leaving, creating more vacancies to fill and as such this could impact retention strategies within the organisation. When the labour market is loose and there are a large number of skilled jobseekers, yet few organisational opportunities, ParcelCare's resourcing strategy could be impacted in that they may find themselves developing more robust and time-consuming recruitment and onboarding processes to ensure that the candidates are the right fit for the organisation, through alternative selection methods such as ability and personality testing.

When looking at changing labour market conditions ParcelCare should also consider external factors such as political, economic, social, technological, legal and environmental factors that could influence the labour market through a PESTLE analysis. This assists the organisation in identifying any risks and making informed decisions on resource planning and other people strategies (Hayden, 2024). When looking at economic factors, a rise in inflation and economic growth could impact the labour market with high competition, in contrast to when the economy is struggling, businesses could find themselves making redundancies resulting in a wide variety of jobseekers impacting resourcing decisions (Taylor and Woodhams, 2022).

The CIPD's recommendations off the back of the Labour Market Outlook (2025b) show that in light of economic uncertainty organisations should monitor workloads and provide development opportunities where vacancies are hard to fill. As such, resourcing decisions should consider employee engagement and retention in a competitive environment.

3. Analyse the impact of effective workforce planning, making clear how ParcelCare could benefit from this activity. (AC 2.1)

Workforce planning refers to activities which are carried out by an organisation which considers, forecasts and plans future workforce supply and demand and developing strategic objectives, which assists in organisations having 'the right people, with the right skills, in the right roles at the right time' (Morris, 2025). When implemented efficiently, workforce planning would enable ParcelCare to reduce costs, identify changing customer needs, improve employee retention and target

inefficiencies and will add value by aligning people goals with the overall organisational strategy (Institute of Directors, 2024).

During the workforce planning process, the forecast of future demand will need to be analysed for the organisation to identify future skills and job roles needed and to develop specific job descriptions and person specifications. Demand planning would provide ParcelCare with specific data that can influence the organisation to make more cost-effective staffing decisions (CIPD, 2023).

Effective workforce planning can also allow ParcelCare to identify any gaps between the supply and demand of labour through understanding the level of skill required for each role in the organisation assessing current employees and identifying the job roles and skills that are currently available against the job roles and skills which are needed for the future (Taylor and Woodhams, 2022). By identifying gaps, the organisation will be able to effectively maximise talent management through learning and development and redeployment opportunities to upskill current employees and enable them to gain the skills that are forecasted whilst also potentially removing those whose skills do not match future needs. Furthermore, where a gap in skills is identified, ParcelCare can tailor their recruitment strategy to attract a candidate pool with the specific skills required allowing for a more effective recruitment process.

By understanding future workforce needs and implementing an effective workforce plan, ParcelCare can have a greater form of agility and adaptability in a changing labour market, whilst also enabling more sustainable organisational performance through better decision making by uncovering obstacles and unrealistic changes that could compromise strategic decisions and mitigate risks (Hayden, 2024b). Without effective workforce planning, ParcelCare could find themselves with a negative impact on profitability and efficiency resulting from staff shortages or overstaffing.

4. To strengthen your argument to introduce workforce planning, evaluate techniques that can be used to support the process of workforce planning. (AC 2.2)

Workforce planning involves generating accurate information to inform and forecast demand by analysing and translating that information into action that will develop the current workforce to meet the future demand forecasted. ParcelCare can lean on specific techniques, such as hard and soft workforce planning to assist in generating the information needed to build a successful strategy. Hard workforce planning involves quantitative approaches, such as predicting how many people with different skills are likely to be needed in the future based on statistics and cost effectiveness, whilst soft workforce planning places the focus on more qualitative data (Hayden, 2024b).

For ParcelCare to be able to accurately predict the forecast of future demand it is important to lean on several techniques, one being managerial judgement. By speaking with senior leaders within the organisation, this will help understand important aspects to predict demand such as customer requirements, the ambition of growth and the organisations overall vision. Taylor (2022) highlights that during times where business environments are more unstable and future staffing patterns differ from the past, it is important to use informed senior opinions as a base for estimates, with major

advantages being that this approach is quick and requires little data collection. However, there are views that relying on managerial judgement is 'too much' for a group of people to cope with without emotional attachment clouding judgement and so, ParcelCare should focus on wider ranges of techniques.

Another approach to forecasting demand could be working back from costs, which unlike the judgement of senior management does not put the focus on past experiences (Taylor, 2022). This approach analyses future budgets that are expected to be available for staff and works out how many people will be affordable and at what salary. ParcelCare should understand that this approach solely pays attention to building organisational structures based on budgets and whilst the consideration of costs is important as a starting point, organisations should also consider people strategies to strengthen workforce planning processes.

It is also important to accurately forecast an organisation's internal supply when workforce planning, which can enable ParcelCare to make more informed decisions. Qualitative data such as predicting staff turnover can be challenging as employees may choose to leave current posts for wide range of reasons, even due to external factors. As such it is important that ParcelCare conduct a variety of internal analysis such as a stability analysis or internal promotion analysis to identify the turnover rate amongst specific groups of staff, but also external analysis such as PESTLE to enable workforce planning to be more agile and adaptive (Taylor, 2022).

5. Evaluate the strengths and weaknesses of two different recruitment methods and two different selection methods. (AC 2.3)

Aside from advertising vacancies on ParcelCare's website and interviewing shortlisted applications, there are other recruitment and selection methods that ParcelCare can utilise to assist in attracting and onboarding a stronger candidate pool.

There has been a recent rise in utilising social media as a recruitment tool compared to more traditional methods. The CIPD (2020, referenced in Taylor, 2022) highlights that over 50% of public sector employers and 75% of employers in the private sector use social media as a part of their recruitment activities. Some of the major ways in which ParcelCare can use social media is to inform well qualified candidates about job opportunities and to actively manage an organisations reputation so potential candidates can view them in a more positive light (Taylor, 2022). Furthermore, ParcelCare can use social media for more targeted recruitment by using different texts and groups which can save the organisation cost and time that can be reinvested back into ParcelCare to improve employer brand and employee experience (Oudat and Bakas, 2023). However, studies show that individuals who use social media to its full potential tend to be those who are younger in age, which ParcelCare could run the risk of building an organisation with a lack of diversity and representation (Taylor, 2022).

ParcelCare can also lean on internal recruitment methods such as internal promotions and job rotations via notice boards and newsletters, which can be beneficial in terms of being cost effective whilst also investing in development and training opportunities, maximising the potential of the

workforce (Taylor, 2022). Recruiting internally can also pose some risks in terms of favouritism and a limited candidate pool which can be costly to the organisation if the wrong candidate is successful in the wrong role increasing potential conflict and timely performance management processes (BBC, 2025).

When looking at different selection methods, there is evidence to suggest that psychometric testing can be good indicators of job performance as they can allow for an organisation to assess the differences of individuals in terms of ability and personality (McCartney, 2024). When used correctly, psychometric testing can provide ParcelCare with the advantage of a wide scope of information on candidates that determine whether they would be a good cultural fit and highlights development opportunities early in which ParcelCare can be proactive to introduce a development strategy to enable new employees to get to where they need to be. However, there are concerns that testing may not provide accurate representations of individuals and as they need to be carried out by trained professionals there are concerns regarding cost effectiveness and time (Wadsworth, 2022).

ParcelCare can also introduce skills-based assessments as this allows the organisation to present candidates with situational judgement tests and simulation exercises, which can also be good indicators of performance compared to more traditional methods such as interviews (McCartney, 2024). These assessments can be time consuming and will only be beneficial to ParcelCare if the scenarios are an accurate representation of the job role.

6. On examining employee turnover rates, you feel the rate is higher than it should be, and higher than internal targets. To try to understand this further, discuss differences between avoidable and unavoidable turnover and differences between push and pull factors. (AC 3.1)

When examining turnover rates, ParcelCare should understand the factors that contribute to an employee's decision to leave so they are able to focus on core issues that can influence those decisions and meet internal targets. This is important as high turnover rates can have negative impacts on organisations.

Voluntary turnover can be defined broadly as all resignations that are received that are not formally initiated by the employer (Taylor, 2022). This could be whether an employee chooses to resign and take up job opportunities elsewhere, or whether an employee has made the decision to retire. Regardless of the reason, it is important that ParcelCare understand the main drivers in order to improve retention rates. In contrast to voluntary turnover, there is also involuntary turnover which can be defined broadly as those who have been dismissed through conduct or performance issues or those that have been made redundant (Walker, 2024). It is also important that ParcelCare understand and capture data surrounding involuntary turnover as this can identify potential issues with performance management techniques, recruitment and onboarding or potential skill gaps, all of which are crucial to build on to improve retention rates.

ParcelCare should also analyse avoidable and unavoidable turnover, which can provide valuable insight into why employees are choosing to leave the organisation. Avoidable turnover can be defined as turnover which the organisation could have effectively prevented, whereas unavoidable

turnover is that of which could not have been prevented (Abelson, 1997, referenced in Paul and Stepanek, 2023). Avoidable turnover can be linked closely with voluntary turnover in aspects such as lack of development opportunities, or poor management styles and recent studies show that 42% of employee turnover is preventable but often ignored, as such it is important that senior stakeholders have the right conversations to understand why people leave and identify potential patterns and trends (Tatel and Wigert, 2024). Unavoidable turnover can be linked to external factors which are out of the employer's control, that can include geographical location moves or ill health resulting in an employee's resignation.

ParcelCare should also consider different push and pull factors which have the potential to influence an employee's decision to leave the organisation. The push factors are drivers that an employer can control which cause employees to look for employment elsewhere. However, the pull factors focus on external factors which drive the employee away, for example the condition of the labour market may make competitors more attractive, and the state of the economy may mean employees are looking for higher wages which the organisation cannot offer (Bevan, 2023). Whilst ParcelCare should take into consideration both push and pull factors when analyzing retention rates, it is important to focus on those that the organisation can control to improve retention and organisational performance.

7. Compare the following retention approaches: realistic job previews; induction; job enrichment; and reward. (AC 3.2)

Realistic job previews can be an important aspect of retention as this allows both the employee and the employer to ensure the job role is appropriate, the skills are the right fit and responsibilities can be carried out effectively (Robson, 2024). With over a quarter of new starters leaving their organisations within the first few months (Lawler, 2017, referenced in Taylor, 2022) it can be particularly frustrating when the reason for leaving is that the job was not as expected. As early turnover does seem to be a problem for many organisations, it is important that ParcelCare set out realistic job previews where possible. This can be achieved through accurate job descriptions, talking to stakeholders within similar roles and allowing candidates time to spend within specific departments to build a relationships.

Inductions provide employees with the opportunity to integrate into an organisation. An effective induction can allow an employee to feel more positive and confident about a new role, help them settle into the organisation and provide them with the knowledge and support needed to succeed (McCartney, 2024b). According to the CIPD's Resourcing and Talent planning report (2024), 32% of organisations have improved their induction processes to assist in the enhancement of retention. ParcelCare should ensure that their induction process includes information regarding company strategy, an introduction to the wider workforce, job-specific information and organisational procedures. Unlike realistic job previews, the employee should gain a greater knowledge of the organisational culture through an effective induction.

Job enrichment can be defined as action to make current jobs more motivating through new dimensions, which can include adding new tasks, providing feedback or pulling from a wider range of skills (Lau, 2022). According to research, employees are less likely to leave an organisation when they feel fulfilled with a significant focus on career development, a degree of autonomy, the job is

meaningful and positive feedback given (Hom et al, 2020, referenced in Taylor, 2022). Compared to job previews and induction, job enrichment involves keeping work interesting over a period of time so employees aren't seeking fulfillment elsewhere. ParcelCare should lean on capturing data through employee surveys so they are aware of which jobs need enriching in order to assist in maximizing retention.

Unlike job previews, induction and enrichment, rewards and benefits refer to the 'compensation' given to employees as a means for working for your organisation. Pay for example, can play a major role when considering employment opportunities and dissatisfaction with reward and benefits can be a major catalyst as to why an employee wishes to leave (Taylor, 2022). However, there is research to suggest that intrinsic rewards are a more powerful tool in increasing job satisfaction over a longer period of time, rather than the short-term impact of increased wages. ParcelCare should look to blend a mix of both intrinsic and extrinsic rewards such as pay and recognition programmes to foster a culture of appreciation which can have a powerful impact on employee engagement and assists in increasing retention (Institute of Directors, 2023).

8. Explain the impact of dysfunctional employee turnover. (AC 3.3)

Dysfunctional employee turnover can be defined as when good people with high performing skills leave organisations, which can have a substantial impact for ParcelCare in terms of cost and organisational performance. By measuring employee turnover, ParcelCare can gain valuable insight such as, comparing turnover rates between different departments, genders or age, comparing turnover rates with competitors in the same industry, pull on past data to predict future trends and estimate costs in order to start developing a strategy to reduce employee turnover (Taylor, 2022).

To help form this strategy, ParcelCare may wish to track their overall turnover rates monthly and can turn figures into a percentage by dividing the total number of leavers over a period by the average number of people employed multiplied by one hundred (CIPD, 2025c). ParcelCare are also able to adjust the formula for measuring employee turnover depending on what data they would like to see, the organisation should also determine from this data dysfunctional turnover from employees in business critical roles with high level of skills and performance.

Employee turnover, including dysfunctional turnover can impact an organisation greatly. It is reasonable to say that senior members of staff within an organisation could be an example of dysfunctional turnover if they decided to leave the organisation due to their position and could cost an organisation anywhere between £40,000 - £100,000 (Carter, 2018). The impact that dysfunctional turnover can have on ParcelCare can be split into direct costs and indirect costs.

Recruitment and selection costs are an example of a direct cost that could impact ParcelCare, specifically if the recruitment and selection process involves additional costs for psychometric testing, or the use of recruitment agencies. Furthermore, the direct costs of initial induction and training programmes and potential overtime payments distributed to existing staff whilst there are open vacancies can all impact the organisation on a wide scale (Taylor, 2022). Initially, ParcelCare

may only think about direct costs that come with employee turnover, however, indirect costs such as administration of resignation, exit interviews, time spent interviewing potential recruits and chasing up references can also have significant impact on the organisation if turnover is not measured consistently.

9. Assess the suitability of permanent, full-time contracts for delivery drivers as well as two other types of contracts. (AC 4.1)

Employment contracts form a legally binding agreement between the employer and employee and set out an employee's conditions, rights, responsibilities and duties (GOV, 2025). Whilst ParcelCare employ the majority of their employees on permanent full time contracts, the organisation could benefit from alternative contracts as a means of cost saving, productivity and meeting workforce needs.

Permanent full time contracts are considered indefinite and once entered, the employer is legally obliged to meet the terms and conditions set out. There are many benefits of permanent contracts for both the employer and employee, including job security. Employees who feel more secure in their jobs are likely to be more engaged and motivated which could increase loyalty and retention (Morris, 2025). However, there are some challenges that ParcelCare could find themselves in, such as cost implications and flexibility issues. Where the demand for delivery service drops and the organisation has the majority of employees on full time permanent contracts, there is a legal obligation for ParcelCare to fulfil those employees contracted hours. Furthermore, managing performance issues under permanent contracts could prove to be more difficult and lengthy to avoid costly litigation and legal claims, as such ParcelCare should consider alternative contracts to meet operational needs and manage employee expectations as effectively as possible.

ParcelCare could consider introducing zero-hour contracts as a means of managing and distributing workload more efficiently where demand increases and decreases. Zero-hour contracts can add flexibility to the workforce where ParcelCare can lean on a group of individuals to work where the workload increases (Daniels, 2024). Under zero-hour contracts, ParcelCare does not need to give individuals any minimum working hours and individuals do not have to take the work offered, however there are some legal responsibilities that ParcelCare need to follow when employing on zero-hours including meeting statutory employment rights, paying minimum wage and explaining to the employee/worker their holiday and sick pay entitlement etc (ACAS, 2024). Providing ParcelCare comply with statutory duties, zero-hour contracts could improve the efficiency of the organisation and save on costs.

Fixed term contracts can also be beneficial for when ParcelCare need support for a particularly busy period and can also provide flexibility during times of uncertainty (Merritt, 2025). Unlike permanent contracts, fixed-term contracts are not 'indefinite' and both parties enter into the agreement with a fixed end date in mind, with the flexibility to extend the end date providing the demand for work is there and ParcelCare are financially able to do so. However, those working on fixed term contracts should not receive less favourable treatment and are entitled to the same pay, benefits and training opportunities. Furthermore, the issuing of fixed term contracts should not exceed 4 years otherwise

the contract will automatically become permanent (Daniels, 2024). Therefore, ParcelCare should analyse the need for fixed term contracts where periods of demand for work is high and rely on past trends and data to make a reasonable decision on when the contracts should end.

10. Explain the benefits of effective onboarding. (AC 4.2)

By carrying out effective onboarding and integration of new employees into ParcelCare, the organisation could find a direct positive impact on their employee retention rates, increased job satisfaction, commitment and loyalty from their employees. Past research has shown that organisations within the UK are losing up to £2 billion a year through ineffective induction and onboarding processes (Thomas, 2006), which shows how detrimental a poor onboarding process could be to ParcelCare in terms of cost.

The process of onboarding an employee into the organisation involves a diverse range of necessary tools and resources to integrate them into the organisation and focuses on early engagement. The onboarding process can set the tone for an employee's experience and journey within an organisation and can shape their perception of an organisation's culture (The European Business Review, 2023).

Through effective induction programmes, ParcelCare can share new employees their company vision and core values to assist in immersing them into their culture so the employee can align their own beliefs and values with that of ParcelCare and contribute to overall strategy, which would improve the organisational performance. The CIPD's resourcing and talent planning report (2024), showed that 32% of organisations have improved their induction and onboarding process to enhance retention (McCartney, 2024b), however this process should be more than a 'tick box' exercise to fully integrate an employee into the organisation. Furthermore, the employee would need to understand how to be successful in their roles, setting short term targets and providing open and honest feedback. Line managers should check in regularly to gain insight into how new employees are feeling, whilst allowing a level of autonomy over their work to keep them engaged and motivated but also valued (Newhouse, 2020).

By implementing a smooth and thorough onboarding process, ParcelCare will be in a much better position to attract and retain staff contributing to greater overall organisational performance (Crail and Haskins, 2024). It is important that the organisation analyses their current onboarding process and look at their internal turnover data for valuable insight into how quickly an employee departs the organisation and the reason. Through this data, ParcelCare should start to adjust their onboarding process where needed to set clear expectations, provide necessary resources and foster a culture of belonging to contribute to higher retention rates, reduced turnover costs and ultimately a stronger workforce which contributes to the success of the organisation (The European Business Review, 2023).

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