

Talent Management and Workforce Planning

(AC 1.1)

With there being new competitors on labour market, it is important for ParcelCare to 'stand out from the crowd'. Unless a company pays attention to what competitors are doing, it ends up 'flying blind' into battle (Adom, Nyarko and Som, 2016). It is important that managers in ParcelCare have competitive information to understand the industry and its competitors (Adom, Nyarko and Som, 2016). This will allow ParcelCare to identify areas in which the competitors are weak and to evaluate the impact of strategic actions on competitors (Adom, Nyarko and Som, 2016).

ParcelCare can look into various ways to better position themselves in competitive labour markets. It would be advantageous for ParcelCare to complete a SWOT analysis of competitors so that ParcelCare can see what strengths they have and what weakness they have, that may be putting them 'on the back foot' (Westford, 2025). In addition to a SWOT analysis, completing a PESTLE analysis allows the company to see what external factors may be impacting their business and thus not making them as appealing as others (Westford, 2025).

ParcelCare should also look at strengthening the employer brand by ensuring that they connect with the organisations values, people strategy and policies as it helps build an engaged workforce (CIPD, 2024c). Research has shown that a positive employer brand results in better performance against competitors by retaining talent and increasing levels of employee engagement (CIPD, 2024c). Quantitative data analysis on things such as number of applications for roles, acceptance of offers should be used to monitor employee brand (2024c).

ParcelCare can also explore how to become an employer of choice to help become more competitive. ParcelCare can do this by looking into aspects such as flexibility within work, investing in development of the staff, matching reputation to reality, offering benefits within work and tuning into employee voice (Jacobs, 2021).

ParcelCare should also look at how they positivity promote their reputation. With the use of social media, news travels very fast and data has shown that 4 out of 5 people look at company reviews and rating when making decisions (Farrand, 2018). Therefore, having employee's provide reviews online and exploring the use of testimonials from employees on their website could be advantageous in promoting themselves as positive employees. However, there is a risk that not all employee's would provide a glowing review which could do more damage than good.

Overall, there are many factors that ParcelCare can explore to position themselves to be more competitive within the labour market. Starting off with a SWOT and PESTLE analysis would allow ParcelCare to identify areas of growth and then ensuring ParcelCare promote employer brand to then become an employee of choice.

(AC 1.2)

At this current moment in time, the labour market is quite unstable and with the budget yet to be released, things could continue to remain unstable. According to ONS (2025), there is rising unemployment and a decline in job vacancies which is likely to negatively impact recruitment. At this moment in time, there are rising employment costs which are driven by the increase in employer National Insurance and higher minimum wage thresholds (CIPD, 2025c). In addition to this, if ParcelCare wants to be more competitive, then they may pay the real living wage, which in April 2026 will rise from £12.60 to £13.45 which can impact largely on a company (Living Wage Foundation, 2025).

With there being a decline in job vacancies and increase in employment (McNamee, 2025), ParcelCare may look at how to best retain their staff, one of these being improving their benefits. 88% of employees said workplace benefits improved their overall happiness (People Management, 2022), therefore ParcelCare could look into this. Women are more likely to find work-life balance being what attracted them to their current role, where more men were attracted to their current role because of their salary (People Management, 2022). Therefore, when exploring what benefits could increase the attractiveness to work with ParcelCare and having flexibility within this may help attract a larger pool of potential employees (People Management, 2022). However, with the uncertainty of the labour market, having a range of benefits may not be feasible for ParcelCare.

ParcelCare could also explore upskilling their staff in order to try and increase retention. ParcelCare could explore the programmes such as the Flexible Skills Programme (FSP) which is a Welsh Government funded initiative that supports businesses across Wales to invest in themselves and build a stronger, more skilled workforce (Business Wales, n.d.). This can allow the staff at ParcelCare to gain additional skills through a method that may be more financially feasible for the company to implement.

However, all of the decisions that ParcelCare make need to be sustainable for the company to ensure that they finely balance supply and demand. ParcelCare should use methods such as a PESTLE to identify what external factors may affect resourcing decisions within the company.

(AC 2.1)

Workforce planning is the process of balancing labour supply against the demand (CIPD, 2025d). Workforce planning involves a number of things, such as analysing the current workforce, determining future workforce needs, and identifying the gap between the present and the future (CIPD, 2025d). It is important to get workforce planning right, it is about ensuring that the right people with the right skills, are in the right place at the right time (Taylor and Woodhams, 2022).

Effective workforce planning aligns HR strategies with business goals. This empowers the organisation to increase production, add new services and improve customer service outcomes (ActivTrak, 2025). It also enhances employee productivity as it identifies skills gaps and helps develop targeted training programmes to enhance employee's skills (ActivTrak, 2025).

Recruitment and workforce development, delivered through methods such as training, learning on the job and career development, are the two areas influenced by effective workforce planning (Hirsh et al, 2018). Ensuring that the correct people are being recruited is a vitally important part of workforce planning. Research has that the cost of replacing an

employee starts at 30 per cent of the person's salary, rising to 200 per cent for top performers (Billot, 2025). Therefore, ParcelCare want to ensure that long-term, good, hard workers are recognised and valued so that they are more likely to stay within the company.

Inadequate workforce planning can cause significant reputational and financial damage. For example, within the recruitment of security staff for the 2012 London Olympics was not planned properly and military personnel had to be called in at short notice. The provider's contract penalties were over £80million (Hirsh et al, 2018).

Beyond the smoother and more efficient business delivery, effective workforce planning processes allows managers to complete high-quality brainstorming about future resourcing, improve shared understanding of current business, coordinate and integrate decision-making and actions especially during periods of change so employee's feel in the know (Hirsh et al, 2018). As you can see, workforce planning has many great benefits, both short term and long term that ParcelCare could benefit from and therefore should be an integral part of the company.

(AC 2.2)

There are various techniques that can be used to support the process of workforce planning, including; gap analysis, business forecasting, and scenario planning.

Gap analysis allows companies to look at what areas within the company may need to evolve. Within gap analysis, you can explore various potential gaps, including headcount gaps whereby we look at shortages in areas that are typically harder to recruit and indications of areas that may need to grow (Lucarz, 2022). A competency gap refers to whether people have the right skills to complete the job and whether this competency gap may get larger in the future (Lucarz, 2022). An organisational gap investigates whether as a company, you have the right agility, values and/or psychological safety needed for high performing teams (Lucarz, 2022). A gap analysis allows the company to create an action plan to help bridge the gap and through rigorous gap analysis, the organisation can determine the best route whilst gaining a deeper understanding of how the organisation operates (Einstein, 2024). However, a drawback of gap analysis is that it may be difficult for the organisation to priorities the gaps and actions identified (Einstein, 2024).

Business forecasting is the process of making informed predictions about future business conditions and outcomes (Radford University, 2023). This involves analysing historical data and market trends to predict future events (Radford University, 2023). Business forecasting can be both qualitative or quantitative with qualitative forecasting focusing on short-term predictions and gains insights from opinions from consumers and experts (Radford University, 2023). Meanwhile, quantitative forecasting focuses more on long-term projections and relies on statistical analysis and historical patterns (Radford University, 2023). Quantitative forecasting provides less subjective measures than qualitative (Jha and Singh, 2019).

Scenario planning is an approach used for addressing uncertainty within a company (Cordova-Pozo and Rouwette, 2023). Scenario planning can show how different futures might have an impact on people's requirements to help formulate contingency plans for achieving future goals (CIPD, 2025c). Scenario planning proactively allows you to anticipate various strategies that are resilient and adaptable instead of reacting to challenges as they arise (Skills for Hcealth, 2024). However, as it is just based on scenarios, there is a chance that there is time being wasted on situations that don't occur (Cordova-Pozo and Rouwette, 2023).

Overall, all three of these techniques would be beneficial to ParcelCare to complete at various points. Completing a gap analysis based on business forecasting could create a clear action plan for ParcelCare. Using scenario planning could be a useful tool to plan for more unpredictable events too.

(AC 2.3)

A selection method that can be used are interviews and within the realm of interviews there are further subcategories such as competency-based interview, values-based interview, and strength-based interviews (Taylor and Woodham, 2022). Whilst competency-based interview remains the most popular form of interview, combining all these aspects within an interview may provide a more rounded answer (Taylor and Woodham, 2022). The advantages to interviews include ParcelCare being able to gauge candidates' experience and ability to perform in the role, provide the candidate with a positive impression of the organisation as a good employer and to explain any learning opportunities and employee benefits (CIPD, 2024c). All this combined should allow the candidate to understand the role and the company further to ensure it is also the right position for them (CIPD, 2024c). Although an interview provides good oversight on the potential employee, they can be difficult to score, and unconscious bias may occur as well as them being time consuming if completed in person or technical issues may occur if completed over the phone or online (Landrum 2024).

Another selection method that could be used are personality and psychometric tests which allow employees to determine to the extent to which each candidate's own profile matches what the company is seeking (Taylor and Woodham, 2022). Currently, only 22% of UK organisations use this method, but they have some great advantages (Wadsworth, 2025). An advantage is that they provide employees with information on the type of environment the candidate can thrive within and provides an insight into a candidate's behaviour which allows an employee to evaluate whether this fits within your work culture (Wadsworth, 2025). These tests can also provide an insight into the employee's strengths and weaker points, allowing for staff development (Wadsworth, 2025). However, the tests may not be accurate, and they can be costly because they need to be completed by license practitioners (Wadsworth, 2025).

Currently with ParcelCare, they are posting on their own website to recruit for employee's. As a recruitment method, the benefit of this is that anyone who applies for a job has directly sought out ParcelCare so they are likely to be interested in specifically working for ParcelCare. However, using the website alone will not generate as many opportunities as it is not well-known in comparison to an online job search engine, such as Indeed.

A useful recruitment method that could be used is to use a leading online job search engine such as Indeed. In 2024, approximately 1 billion job applications went through Indeed with 44.22 million people in the United Kingdom accessing Indeed in 2024 (Dey, 2025). Indeed also gives you an insight to the salaries of other companies and any benefits so that you can become a more competitive employee (Dey, 2025). However, this could also be a downfall as companies are likely to do the same with ParcelCare.

(AC 3.1)

Typically, industries such as construction, retail, administration and support services, and hospitality are likely to have a higher turnover of staff (Taylor and Woodham, 2022). High

employee turnover can have a negative impact on an organisations performance (CIPD, 2025b). Exploring the reasons why staff leave can allow employers to devise initiatives that reduce turnover and increase employee retention (CIPD, 2025b).

Turnover can be categorised into avoidable and unavoidable turnover. Avoidable turnover is when an employee leaves for reasons that could be addressed by the employer, for example, poor management, work-life balance or lack of career development. Whereas, unavoidable turnover is when an employee leaves for reasons beyond the control of the employer, for examples, ill-health, retirement or relocation (Yeasin, 2023). On average, 90% of employee departures are recognised as avoidable turnover (Taylor and Wooham, 2022). As ParcelCare turnover rates are higher than they should be and are higher than internal targets, it is vital for ParcelCare to examine why the turnover rates are so high.

As mentioned above, people leave organisations for many reasons. There are push factors, which are more in-house factors, so it is 'pushing' the staff away from the role. Within the UK, the top five push factors are; Toxic workplace culture, enhanced salary offer, personal factors, lack of recognition and unsafe work environment. However, further research has shown that compensation packages of the company, job security, and autonomy at work are also common push factors (Sufyan & Maqsood, 2010).

With regards to 'pull' factors, it is exploring how companies pull employees from ParcelCare to their company (Cockett, 2024). The most common pull factors are work-life balance, pay and benefits package, positive workplace culture, care for health and wellbeing and meaningful work (Willson and Francheteau, 2023).

It would be essential for ParcelCare to determine the percentage of avoidable and unavoidable turnover as well as what push and pull factors are contributing to the higher turnover of staff in order for the business learn how to retain the staff more easily. If there are certain pull factors, such as other companies offering better salaries and/or benefits or can provide more consistent work, then ParcelCare must determine how they are going to approach this to not lose their best workers. However, not all turnover is bad as a certain amount of turnover may mean that the under-performers are leaving which allows the progression of other employee's (Taylor and Woodham, 2022).

(AC 3.2)

Realistic job preview is when information, both positive and negative, is given to the prospective employee about the job role and organisation, providing a realistic insight to what the job entails (Bashir and Bashir, 2016). Research has shown that there is a significant positive relationship between realistic job preview and the employees job satisfaction (Bashir and Bashir, 2016). Real Job Previews help ensure that recruits who accept a position will be less likely to leave due to problems with personal job satisfaction as they have made an informed decision (Larson and Hewitt, 2005).

An effective induction process is important to help with retention rates. An employee's first impressions of an organisation have a significant impact on their integration within the team and job satisfaction (CIPD, 2024b). A well-designed induction programme reduces turnover and absenteeism as well as increases employee commitment and job satisfaction (CIPD, 2024b).

Another retention approach is job enrichment, whereby employees are given additional responsibilities that enhance their existing skill such as leading projects or mentoring others (Smither, 2004). Thia aims to develop employee skills, boost morale and foster creativity within

the workplace (Smither, 2004). Research has found that job enrichment significantly increases motivation, decreases absenteeism and reduces turnover (Sharma and Bora, 2020).

A fourth way to help improve retention is by rewards via pay and benefits. These are important in attracting, retaining, and engaging employees (CIPD, 2025e). A range of options are available to reward workers and recognise their contribution (CIPD, 2025e). Rewards can include financial incentives and non-monetary benefits such as private medical care, extra annual leave (Anthonysamy et al., 2025). The most effective reward packages meet the needs of the employee's, the business and the organisations' purpose, culture and performance (CIPD, 2025e). Research has shown that reward systems emerge as a powerful resource to influence workers' behaviour and increase retention (Figueiredo, et al., 2025)

All these retention approaches have research to show that they are effective, and they can be used in harmony with one another. A realistic job preview and induction set the scene from the recruitment process, whereby both job enrichment and rewards are retention approaches that can be used when the employee is within their job role. A realistic job preview and induction is best used for employee's that are starting the job, job enrichment is best used for upskilling employee's and rewards is best used to shape employee's behaviours and reward the appropriate behaviours. All methods provide benefits not just to the organisation by increasing retention rates but also benefit the employees too. ParcelCare should explore which of these methods, if not all, can be used within the Warehouse to help retain staff members to help retention figures.

(AC 3.3)

Dysfunctional turnover refers to the departure of medium to high-performing and valuable employees who are difficult to replace (Flesher, 2011). Unlike functional turnover, which involves the exit of underperforming or less critical employees, dysfunctional turnover can significantly disrupt business operations and negatively affect organizational morale and productivity (Flesher, 2011). It is important for ParcelCare to monitor turnover and understand how it affects business performance (Cockett, 2024). ParcelCare should analyse data to identify trends and issues to ensure employees experience good work (Cockett, 2024). However, data has shown that only 17% of organisations calculate the cost of labour turnover and only 12% collect data to evaluate and improve retention initiatives (Cockett, 2024).

It's crucial for high employee turnover to be addressed. Research found that company culture had suffered in 63 per cent of UK businesses because of high staff turnover (Cholteeva, 2022). Research has also found that high staff turnover had led to 23 per cent of businesses receiving complaints from remaining team members about a change in company culture, with another 23 per cent having noticed company culture deviate from the stated mission and values (Cholteeva, 2022).

Turnover can decrease customer service and quality (Curtis & Wright, 2001). For ParcelCare, this could mean that deliveries are not being sent out when they should be or that they could be turning up damaged. If poor service and quality occur, then there is a risk of losing the long-term customer relation and contracts (Surji, 2013).

Dysfunctional turnover can also cause a lack of motivation and low moral (Gawali, 2009). If good quality staff members of leaving, then this may leave other staff members evaluating their reasons to remain in the company.

It can also be costly for dysfunctional turnover to occur. Research has suggested that replacing a manager will cost an organization approximately two times the earnings, based on the survey performed on 262 companies (Wiley, 2011).

Whilst not all employee turnover is bad as it eliminates the low-performing employee's (Taylor and Woodham, 2022), it is important for ParcelCare to retain the medium to high-performing employee's as they are valuable to the company to avoid all of disadvantages outlined above.

It has been identified that good benefits, supportive manager and colleagues, socially active team and a culture that matched the stated mission and values were all things that would encourage the staff to stay in the job for longer (Cholteeva, 2022).

(AC 4.1)

Permanent, full-time contracts have their place within ParcelCare as there is always some supply and demand. Typically, fixed term contracts are more attractive to potential employees as there is guaranteed, consistent pay and higher job satisfaction with this type of contract (Castellacci and Viñas-Bardolet, 2020). However, when there are quieter periods of time and the demand is not as high, ParcelCare need to consider other types of contracts that supplement this.

Fixed term contracts are ones that expire automatically, at the end of the term, without the need for notice (CIPD, 2023). The fixed-term contracts can help ParcelCare meet workforce and resource where long term nature of work is not certain (Morris, 2025). Fixed term contracts provide employers with a tool to screen potential new employee's and can be used as 'stepping stones' into permanent employment for workers (Engell and Riphahn, 2005). By hiring staff on fixed term contracts, it means that during the busier periods of work, ParcelCare can ensure that they are able to cope with the demand and when it is busier periods of time, such as Christmas without needing to worry about how to supply the same number of employees with work during quieter periods of time. The fixed term contracts provide the employees with the same working rights as those on a permanent contract and therefore may be more favourable for a potential employee (Morris, 2025). However, they are not as attractive as permanent, full-time contracts which may mean that the recruitment pool is smaller, and you may not be able to secure the better employees compared to companies that are offering permanent, full-time contracts (Meritt, 2025).

Another contract of employment that can be used is a zero-hour contract. Zero-hour contracts allow flexible options for both employers and workers and can be useful when work is not constant (ACAS, 2024). A zero-hour contract means that the employer does not have to give the employee any minimum working hours and that the employee does not have to take any work offered (ACAS, 2024). Unlike the fixed term contracts, as the employee does not have to take any work offered (ACAS, 2024), then this could mean that if ParcelCare may not meet the supplier demand if they cannot find employees to work.

As there are benefits and draw backs to all the contracts above, they each could have a place within ParcelCare it would be beneficial for ParcelCare to explore fixed-term and zero-hour contracts in addition to permanent contracts. ParcelCare would need to be mindful of upcoming changes in employment law regarding zero-hour contracts too.

(AC 4.2)

Onboarding is defined as the period of transition between the employee joining and them becoming both competent and settled (Taylor and Woodhams, 2022). Currently, ParcelCare is just completing new start forms and providing health and safety training. Whilst that may meet the legal requirements for the role, effective onboarding can offer so much more than that (Rani et al, 2024). However, ParcelCare are not the only company to fall short on the onboarding process; studies have shown only 29 percent of new hires felt they were prepared and supported to excel in their new role (Wetherell and Nelson, 2021).

A supportive and engaging induction will include information on the organisation, including mission, values, strategy and objectives, policies and procedures. It will also include information on the team and the people, including the manager, immediate team and customers, as well as the roles and responsibilities including performance expectations and key performance indicators (CIPD, 2025a). The onboarding process can serve multiple purposes as it can help employees gain a clear understanding of their roles and responsibilities which can reduce the likelihood of confusion and frustration at a later date (Rani et al, 2024). In addition, it helps build relationships between the employee and their co-workers and managers, which helps develop a sense of belonging and fosters a sense of community within the company (Rani et al, 2024). Along with building a sense of community, it introduces the employees to the organisations culture and values ensuring that they align with the employee to create a motivating and engaged workforce (Rani et al, 2024). At this moment in time, whilst ParcelCare does undertake health and safety training, this may not equip new employees with the skills and knowledge they need to perform their job effectively. Therefore, by offering a more effective and thorough onboarding system, a training and development plan program can be formed to ensure that employees are prepared to meet the demands of their role and contribute to the organisations success (Rani et al, 2024). Studies have shown that the first few months of employment are crucial in determining whether new employees will become successful, long-term contributors (Rani et al, 2024). Cable, Gino and Staats (2013) have shown that onboarding programs can enhance job satisfaction and is important for onboarding to be completed thoroughly and effectively because a lot of money can be lost because of people leaving within six months of starting (Taylor and Woodhams, 2022).

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