

Talent Management and Workforce Planning Assignment (BMPD5020)

How can organisations strategically position themselves in competitive labour markets? (AC 1.1)

The labour market is the state whereby employers look for skills to enhance the performance of duties in an organisation. In contrast, employees look for employers to provide them with job opportunities (Graham and Anwar, 2019).

Organisations need to complete a competitor analysis which seeks to evaluate the competitive landscape and identify all the direct and indirect competitors to attract talent within the labour market (Taylor and Woodhams, 2022a). Once organisations are aware of their competitors offering, they can amend theirs to stand out from the crowd. This analysis can be completed through SWOT or PESTLE analysis which can evaluate an organisations competitive position internally and externally (Battista, 2023). This reveals that it is critical for organisations to differentiate themselves as shown in Porter (1985) five forces model which represents the key sources of competitive pressure.

Through employer brand, which is a set of attributes and qualities, often intangible that make an organisation distinctive and appeals to those individuals who will thrive and perform best in its culture (Peters, 2023b). This enhances the positive corporate impacting on revenue and success (Saini and Jawahar, 2019). Through good employer branding prospective employees are attracted by the values and thus want to work for the organisation. The opposite will occur if there are poor branding individuals will not want to work for them. Additionally, by becoming an employer of choice research indicates that organisations should have desirable qualities including high standards for safety and wellbeing, staff development, inclusion policies, sustainable practice, and strong inter-relationships (Gill, 2011). This reveals that organisations that invest in their people are perceived to be more favourable employers to work for and likely to retain staff.

What is the impact of changing labour market conditions on resourcing decisions? (AC 1.2)

Resourcing is the process through which an organisation effectively attracts and recruit individuals to fill specific positions at the right time and cost (CIPD, 2024).. A tight labour market is defined as where there are more job opportunities available than active jobseekers, meaning organisations find it difficult to fill their vacancies such as a skill shortage (Taylor and Woodhams, 2022a). This impacts resourcing as an organisation is not able to attain all the required skills to enhance the continued performance. Therefore, organisations will have to spend more time and money on recruiting and selecting to find the right candidate. To overcome this, organisations need to respond to this by potentially offering increased salaries or developing in-house.

Whilst a loose labour market refers to where there are many jobseekers competing for a small number of opportunities, labour is abundant and not in short supply (Taylor and Woodhams, 2022a). This impacts resourcing decisions as recruiters may not evaluate all the available candidates during the recruitment process. For organisations this means they may have the ability to reduce their recruitment efforts and costs. They also have flexibility to the types of employees they attract and the conditions they are willing to offer. Although organisations need to be aware of the changes in the labour market to make the most appropriate resourcing decisions.

Changing labour markets have several developments which can be examined through PESTLE analysis (Battista, 2023). For example, technological developments are an increasingly evolving developments that is impacting organisations, consumers, and resourcing decisions (Blut and Wang, 2019). This can be evident through adopting employee development as an effective resourcing strategy which involves training employees to enhance their skills and knowledge.

What is the role of government, employers, and trade unions in ensuring future skills needs are met? (AC 1.3)

The government plays a significant role and believes that the UK economy should be supported by a framework of law that ensures the labour market is flexible, effectively, and fair (BIS, 2011). One of the main ways they achieve this is through investment in education and training by providing funding. The government allocates resources to educational institutions to ensure the availability of quality education and skill development opportunities such as apprenticeships. The government has funded apprenticeships through the apprenticeship levy, which finances the necessary training to teach skills and assists in identifying critical labour market skills gaps (Institute of Apprenticeship and Technical Education, 2024).

The role of employers is to train and invest in their workforce and continue contributing to the sustained growth of the labour market. Employers may provide apprenticeships to assist students in attaining the required skills and experiences to be market ready to apply for these vacancies. This enables to enhance the skills, experience and knowledge required in alignment with the job role and market demands (Trade Union Congress, 2024a).

Trade unions have the capacity to bargain and negotiate with employers on behalf of employees to ensure they receive adequate training and development opportunities and favourable working circumstances, allowing them to continue improving their skills (Trade Union Congress, 2024c). Additionally, through the development of union-led agendas that focus on the implementation of training programmes for employees. Furthermore, the role of union learning representatives where

they are influential in supporting, developing, and improving the learning culture within the workplace (Trade Union Congress, 2024b).

I am new to people practice and have heard that workforce planning is important. Before I try to convince others of this, I welcome the views of someone with more experience. Could you analyse the impact of effective workforce planning? (AC 2.1)

Workforce planning is the process of balancing labour supply with demand. This includes analysing the current workforce, determining future workforce needs, identifying the gaps, and implementing solutions which can accomplish the general workforce goals and objectives (George, 2023b).

Effective workforce planning focuses on getting the right workforce, placed at the right roles, at the right time for the most effective cost. This can enable more sustainable performance through effective decision-making around the future needs of the business (George, 2023b). This can be achieved through hard workforce planning which is specifically using numerical data whilst the soft approach considers defining a strategy or developing a strategic framework for the information to be assessed.

If workforce planning is done properly this includes forecasting the workload and forecasting the workforce required to ensure the workload is effectively carried out. Additionally forecasting the supply of labour which in turn will be able to support organisations to identify the gap and then has this can be filled for example through recruitment if we need more employees or if we have too many downsizing may need to be considered (National Institute of Health, 2024). The benefits of implementing workforce planning effectively can be wide as it reduces labour costs by optimising resource allocation. This is due to workforce planning allowing to avoid understaffing or overstaffing, leading to cost savings by aligning labour resources with demand and reducing turnover related expenses. It allows for organisations to respond quickly to consumer changing needs, whilst being able to develop internal people and reduce inefficiencies (Stewart and Brown, 2019). Although there are limitations to this, such as time, cost, and unknown factors for example unforeseen changes in market conditions. This is where they may be rapid changes in market conditions, industry trends or consumer preferences which can impact workforce needs.

I want to introduce workforce planning in my organisation but I'm unsure which technique/s to use. Could you evaluate the techniques used to support the process of workforce planning? (AC 2.2)

The process of workforce planning is supported by various techniques and tools that enable organisations to analyse, forecast and manage their workforce effectively. One key technique that

can be used is using past data to predict the future, through the evaluation of promotion and demotion rates within an organisation. People professionals play a crucial role in ensuring that employees are promoted or demoted on a fair and equitable approach (Graham and Anwar, 2019). This is significantly important as it indicates the movement of employees within the organisation, this data will evidence the figures on those who were successfully moved to higher roles with the correct skillset and where those skills were misaligned and was a poor job fit. This enables people professionals to understand that analysing the future workforce skills and knowledge is critical and can highlight some of the underlying issues as to why demotion occurred to ensure this doesn't reoccur.

Additionally, through employee turnover rate to evaluate the supply of labour. By identifying some of the key causes in the organisation's turnover can identify underlying issues such as poor organisational culture, work-life balance, and career opportunities. This can support workforce planning as it can enable managers to focus on the key reasons of high employee turnover and implement effective solutions as a response to these circumstances to retain them (Cholteeva, 2022). For example, if employees were leaving due to poor pay and the competition were offering more, people professionals could evaluate their pay scales and carry out a job evaluation to ensure their rates of pay are competitive with other similar organisations in that sector.

Could you explain two approaches to succession and contingency planning aimed at mitigating workforce risks? (AC 2.3)

Succession planning can be defined as identifying and growing talent to fill leadership and business critical roles (George, 2022a). The purpose is to ensure that the key roles and positions within the organisation are filled when situations arise such as a resignation. Whilst contingency planning is a course of action designed to help an organisation respond effectively to a significant future event or situation that may or may not happen (Cambridge Dictionary, 2024).

One approach is through developing talent pools. This involves people professionals evaluating various skills that can be adopted in the organisation to enhance knowledge and skills in turn effectively impacting on their performance (Smith et al., 2022). One of the key drivers of establishing talent pools is the need to improve succession planning processes by moving away from rigid replacement strategies and creating a pipeline for future roles (Byham et al., 2022). For example, current development in technology have created the need for organisations to digitise their operations. Therefore, employees receive training to effectively use technology such as marketing and thus helps mitigate workforce risks.

Another approach is through appraisals this allows for identifying those individuals who are interested in progression and identifying the gaps between their current ability, skills and behaviours required to progress. This enables to identify those who perform effectively in their roles and can be determined whether they would be interested in future progression. Despite this, Hoffman et al., (2012) questions whether appraisals provide meaningful information and whether these reviews should be discounted entirely. To further support this, collecting feedback from employees on their views on progression would be beneficial. This guides employers in selecting those who are interested in enhancing their skills whilst balancing internal progression with external.

I tend to advertise all vacancies on our organisation's website, then managers interview applicants. I would like to consider other recruitment and selection methods. Could you briefly Assess the strengths and weaknesses of these methods as well as one other recruitment method and one other selection method? (AC 2.4)

Organisation's website can reach a wider variety of potential applicants and therefore allowing recruiters to access a diverse range of applicants with diverse skills, knowledge, and experience (McRobert et al., 2018). Despite this, it can lead to attracting a high number of applicants creating the challenge of evaluating applications meaning a time-consuming process. Another method is recruitment agencies which has benefits such as speeding up the recruitment process and the organisation will benefit from the qualified personnel as they are specialised in identifying talent to fill vacancies. Despite this, it is a very expensive approach to use agencies to as they come at a high cost especially with overseas workers (Taylor, 2022).

Selection can be done through interviews which is beneficial as the candidate and the employer get to interact before employment and can evaluate their code of conduct including first impressions, body language and facial expressions. This helps the organisation to select the individual who possess the right attributes and fits well with the organisational culture. Although, the process of arranging and carrying out interview can be time-consuming process and judgement and biases can be formed based on the candidate's appearance and potentially discrimination can happen (McCartney, 2023b). Another selection method is assessment centres is a combination of tasks that test a candidate's suitability along with a conventional interview (Prospects, 2023). This is beneficial as it allows for evaluation on how candidates respond to various circumstances and how you interact as part of a team (Taylor, 2022). Although the drawbacks of this it that there can be costs associated with setting up and running this so hence why it is only implemented by larger organisations.

I am aware employee turnover rates vary from one organisation to another but what turnover and retention trends exist and what factors influence why people choose to leave or remain? (AC 3.1)

Employee turnover is the proportion of employees who exit an organisation, whilst retention relates to the number of remaining talented employees (Peters, 2023a). According to recent studies turnover and retention patterns in the UK can widely vary between occupations and industries although high turnover is typically found in retail, hospitality, and leisure such as seasonal workers (Ratewal, 2019). The causes of employee turnover can be categorised into voluntary and involuntary turnover. Voluntary turnover occurs when employees willingly choose to leave their position such as resignation known as unavoidable turnover. Whilst involuntary turnover is initiated by the organisation for example redundancy (Taylor, 2022).

To analyse the reasoning behind why employees leave can be categorised into push and pull factors which reveal what push them out the door and factors that entice people away (Thomas, 2019). Push factors are controlled as they are internal and can include poor salary and poor working environment. Moreover, pull factors are uncontrollable and are the reasons why they are attracted to a new employer such as better benefits, higher salary, and career advancement (Chowdhury, 2016).

One main reason why turnover is high is due to management styles issues and having poor relationships. This is significantly important as can lead to disengagement and decreased job satisfaction and can have an impact on company culture (Peters, 2023a). For example, if employees feel if their management is unfair or unsupported, they will seek for career opportunities elsewhere. Employees may feel disengaged with management due to not being involved with the decision making around the future development of the organisation (Belete, 2018). Although on the opposite recognition and reward is one of the key drivers to retain employees. Recognition and reward are a motivational approach both on a tangible and intangible aspect (Belete, 2018).

I want to compare different approaches to developing and retaining talent on an individual and group level? Could you give me some pointers? (AC 3.2)

Talent is defined as individuals who can make a significant difference to organisational performance through their contribution or reaching their potential (Quilliam, 2023). Individually this can be achieved through appraisals, which is the continued evaluation of employee's performance to identify various trends and skills they possess through coaching or mentoring. This is an informal approach that is designed to meet individuals needs in the talent development process. This approach is designed to foster the person undergoing mentorship and is beneficial for talent

retention as it enhances the relationship between and creates a mutual understanding for improved organisational performance (Hayden, 2023). From identifying those individuals who are capable and supported to develop their talent can be potentially offered promotions in the future to take up managerial position within the organisation. This approach allows for each employee to be responsible for their own development. This can be significantly motivating for them as they feel empowered and have control of decisions made for their own career.

On a group basis this can be achieved through continuous learning and development programmes. This can be implemented internally which is essential for organisational for developing the existing workforce through upskilling (De Boeck et al., 2017). This enables organisations to enhance their employees' skills and abilities and gives them the ability to prepare and plan for them to meet future organisational needs. This reveals that this approach develops skills within and guides in developing and retaining talent at both individual and group levels. This approach allows for developing talent within a team or department and can be beneficial to aligning with organisational objectives. Although this approach can be less motivating for employees as they feel like they are not in control of their own development. One approach to overcome this is by implementing fair and equitable reward on an individual and group level. Reward is a significant aspect of enhancing employee motivation (Stone et al., 2021) as revealed in motivational theory. Organisations can implement monetary rewards such as bonuses and pay to act as a motivator for retaining talent. This assist organisations reducing the number of employees leaving as they are motivated to perform their duties effectively in return for financial incentives.

Could you evaluate approaches that an organisation can take to build and support different talent pools? (AC 3.3)

Talent pool is defined as high performing employees who are being developed through specific responsibilities and projects and receiving further training (Yarnall, 2011). There can be different talent pools within one organisation, for example one talent pool for future line managers whilst another for specific skillset such as IT specialists. This is the base for organisational succession planning, employees that are assigned to these are high potential employees and those who embody organisational culture and values.

One of the main approaches includes learning and development initiatives. The purpose of this is to enhance the skills and knowledge on the individuals. This supports employees in gaining new competencies and skills for to positively contribute to individual and organisational performance whilst being aware of the current industry trends. This can be achieved through coaching and mentoring to support the development (Hayden, 2023). This will provide those employees with

guidance and professional advice to those with high potential in navigating their professional careers. Furthermore, this can support those uninterested employees in development programmes which enables them to gain the skills required for potential promotion opportunities.

Additionally inclusive recruitment and selection approaches whereby establishing a proactive recruitment strategy which attracts external talent to the organisation. This can be achieved by utilising various recruitment channels such as social media, job boards and industry events to identify and connect with potential candidates (Taylor. 2022). Furthermore, this includes through the selection process, where evaluating applicants' skills before adopting them into the organisation. The employees selected should possess the desired skillset and can enhance the current existing employees through training where those qualified teach other employees. Through effective recruitment and selection this can reduce costs of employee development.

Could you evaluate two benefits of diversity in building and supporting talent pools? (AC 3.4).

Diversity refers to the demographic differences in individuals or groups with distinct characteristics, backgrounds, experiences, and perspectives. Often diversity references the protected characteristics from The Equality Act 2010 (Taylor and Woodhams, 2022b). Diversity acknowledges that differences are to be recognised, respected, valued, and promoted (Ali, 2022). A diverse workforce encompasses individuals with different backgrounds, circumstances, identities, and experiences that are representative of the organisation's community. It is essential for establishing a diverse talent pool, this is where an organisation can benefit from different capabilities that can enhance organisational performance, productivity, and competitive advantage. Organisations with a diverse workforce attract talent on a global scale being beneficial and resourceful for the organisation.

It can lead to increased creativity leading to a low employee turnover. For example, throughout the process of developing talent pools employees are involved in the decision-making process and therefore implement creativity in identifying specific aspects that can be adopted in the organisation (Belete, 2018). Due to having different people means having different perspectives meaning beneficial for creativity generating new ideas and solutions that may have not originally been thought about. This also positively impacts employee engagement as they are more engaged due to feeling appreciated and valued for their efforts and therefore more committed leading to higher productivity and lower employee turnover.

Additionally, it can lead to the development of a positive impact on employer brand. This is significantly important as it leads to the development of creating and sustaining a positive organisational culture that attracts talent (Peters, 2023b). By organisations having an attractive

employer brand the organisations can achieve their organisational strategic objectives, leading to organisational development and success based on the performance of employees reaching targets.

I am trying to persuade managers in my organisation to take employee turnover more seriously but have been unsuccessful. Could you explain the impact associated with dysfunctional employee turnover? (AC 3.5)

Dysfunctional employee turnover can be referred to as rate to which employees voluntarily leave the organisation which are skilled employees (Dwesini, 2019). This is due to the organisation wanting to retain their skills, knowledge, and expertise within as they are harder to replace.

A direct cost to this is recruitment and selection to re-fill positions of where employees have left. This can be a costly process in terms of investing in selecting the right candidate for the position. Some industries may find this extremely difficult when there is talent scarcity and where finding the skilled talent for the role may take longer than expected. This is proven in recent research where 80% of UK businesses are finding persistent difficulty to fill roles a rate more than double pre-pandemic (Cholteeva, 2023). In addition to this, there is the time associated with processing this as supported by CIPD (2022b) where the average cost to fill a vacancy is £6,125.

Furthermore, there are also indirect costs where there is an increased workload for the remainder of the team therefore this can lead to decreased productivity. This is due to the employee that has exited the business has an increased level of skills, knowledge, and expertise. This can further impact the team's morale as they may feel their efforts are not appreciated becoming stress or dissatisfied due to the quantity of increasing workload. This is prevalent in Maslow's (1943) motivational theory where the level of esteem includes self-worth, accomplishment, and respect. Conducting exit interviews and analysing turnover data can provide insights into the reasoning why employees leave therefore providing information on how they can address potential underlying issues impacting employees or their working environment.

Could you assess suitable types of contractual arrangements dependent on specific workforce need. (AC 4.1)

Employment contracts refer to a legally binding agreement between the employer and the employee (Suff, 2023). Contractual arrangements are made by the two parties and are a bid by law. Permanent contracts involve organisations hiring employees on a permanent basis as they essential in the workforce and a core need within an organisation. This involves an agreement of continuous work collaboration until either party decides to terminate the contract. The employee is entitled to a range of benefits as stipulated in the Employment Act such as holiday entitlement and sick pay.

Secondly, there are temporary contracts where there tends to be a fixed start and end date, although employees under these contracts are still entitled to the same privileges and rights due to having employee status. These arrangements are typically used for when there is a need for additional staff on a short-term basis such as a Christmas temps in the retail industry to cover expected peaks in workload. As evident in Tesco where they launched a recruitment drive to fill 30,000 jobs temporarily (Tesco, 2024).

Additionally, there is zero-hour contracts, where organisations use them to add flexibility to their workforce, having a group of individuals at short notice to work if there is an increased need (Daniels, 2022). Furthermore, there are contractors is where individuals are contracted to perform specified duties and are paid for completing the specified task they have been contracted for. This means they are contracted for that period and leave once the project has been completed. They are responsible for paying their own National Insurance contribution and tax. In some circumstances a combination of different types of contracts ay be used to meet the requirements of both the employer and employee.

I have heard there are different types of terms in contracts – surely a term is a term. Can you differentiate between express terms and implied terms? (AC 4.2)

Express terms are the legal agreement that may have been discussed or agreed between two parties and can be written or communicated verbally (Daniels, 2022). They include information on the rights and obligations and are explicitly stated in the contract of employment or in other organisational documents like the employee handbook. These terms support organisations in stating the employees' duties and responsibilities and highlighting various laws, legislations and procedures that should be followed. For example, ensure they are in line with the legal requirements as stated in the Employment Rights Act 1996 such as pay, hours and holiday entitlement which are express terms supported by legislation (GOV UK, 2024). This ensures employees attain their full benefits such as guaranteed contracted working hours, rest breaks and annual leave. Furthermore, this is also supported by the governments Good Work Plan. As of April 2020, employers are required to issue new employees with a written statement of the main terms and conditions also known as Written Particulars as a day one right of employment (GOV UK, 2018).

Implied terms are those not expressly stated in the contact of employment and are not in writing or spoken about but can emerge from circumstances or mutual understanding. They can derive from the following circumstances collective agreements, statue, custom and practice and work rules (Daniels, 2022). Some examples may include details such as providing a safe working environment, duty to provide work, mutual trust and confidence and duty of fidelity. For example, an implied term

could be regularly working overtime and being compensated for this or always leaving early on a Friday.

Could you explain the components and two benefits of effective onboarding? (AC 4.3)

Onboarding is a crucial process that organisations undertake to integrate newly recruited employees (Taylor and Woodhams, 2022b). One of the main components of the onboarding process is pre-employment information this includes new starter forms, right to work documents and conditions of employment (McCartney, 2023a). Also, they would be given organisational information such as mission, values, history, consumer base, organisational objectives and policies and procedures. Furthermore, they would be given more specific information and details on the department they would be working within such as functions, responsibilities, performance reviews, training, and development opportunities. The clarification of expectations is crucial as it provides role information and involves the employer clarifying and clearly outlining with clear instruction on how they expect their duties and responsibilities to be carried out during their employment (Smith et al., 2022).

One benefit is that it leads to the effective integration of the new employee. By this process being done effectively it ensures that they understand the organisational structures, processes, culture, values, and norms (Smith et al., 2022). This helps the employee understand and assimilate into the organisation. This cultural integration promotes a sense of belonging and alignment with the mission, fostering a positive working environment. This further allows them to understand their required performance. This will benefit the organisation in the future as it will positively contribute to organisational development. The second benefit is that it can reduce the risk of employee turnover. McCartney (2023) states that effective onboarding is beneficial for both employers and employees in reducing turnover and absenteeism and increasing employee commitment and job satisfaction. As it enables employees to understand the organisation, the role, ways of working and meeting colleagues. This has been implemented by organisations where 28% of organisations have improved their onboarding processes to reduce retention (CIPD, 2022c).

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