

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning (5ARPT)

1. Be able to review and evaluate an organisations approach to talent planning
2. Be able to recommend ways to improve an organisations approach to talent planning
3. Be able to contribute to people resourcing activities

Word Count: 3474

Student Name:

Student Number:

CIPD Membership Number:

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:

Date: 21 May 2020

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<u>EVIDENCE MATRIX</u>				CIPD Membership/registration No.:		
Qualification title: CIPD L5 Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Screenshot of Values on company website	EV1		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email to senior manager outlining that current recruitment does not consider Company Values	EV2		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Excerpt from application form showing reference to company values	EV3		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Screenshot of link to Company values from the Careers page of the Company website	EV4		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email from Head of Ops in May outlining the need for HR intervention relating to the opening of the new facility in July	EV5		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Email identifying use of apprentices in succession planning for engineering	EV6		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from Handbook mentioning fair recruitment and selection	EV7		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Younger Workers and Child Labour Policy	EV8		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from Handbook mentioning training	EV9		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Excerpt from contract showing training information	EV10		
5ARPT	Contributing to Resourcing and Talent Planning	1.1	Executive summary from research report into the effectiveness of the current appraisal system	EV11		

5ARPT	Contributing to Resourcing and Talent Planning	1.2,1.3	Email from Production department evidencing managerial judgement when considering people planning	EV12		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from Head of Ops to his team asking their opinion on his thoughts to manpower planning	EV13		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email outlining concerns regarding engineering headcount, skills and aging workforce	EV14		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing average staff turnover at 3.6%	EV15		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing average length of service for management and admin staff	EV16		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email to Finance Director regarding increasing managers notice period to three months	EV17		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from recruitment agency identifying non-use of their services for a period of time	EV18		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Sample section of CV19 skills matrix	EV19		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Excerpt from Competency Framework for a Line Operative	EV20		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Job Advert on our closed Facebook Page	EV21		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Spreadsheet showing training spend in previous 12 months	EV22		
5ARPT	Contributing to Resourcing and Talent Planning	1.2	Email from Pembrokeshire College evidencing my involvement in the development of new apprenticeship scheme.	EV23		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email to Head of Ops outlining that we should consider external	EV24		

			recruitment for Leader roles.			
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Forklift Driver skills matrix showing departmental cross working	EV25		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email from Head of Ops outlining the decision not to follow a redundancy route.	EV26		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Screenshot of Christmas vacancy displayed on GOV.uk showing temporary contract.	EV27		
5ARPT	Contributing to Resourcing and Talent Planning	1.3	Email from Careers Wales showing my involvement with Employability Week in local school.	EV28		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email from my Line Manager outlining my responsibilities related to the recruitment and onboarding of staff during CV19	EV29		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email to Marketing Manager requesting job advert to be placed on the Company Facebook page	EV30		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email to H&S Manager thanking him for agreeing to assist with induction	EV31		
5ARPT	Contributing to Resourcing and Talent Planning	3.2	Email evidencing collaborative working to create a new CV19 focused induction presentation.	EV32		
5ARPT	Contributing to Resourcing and Talent Planning	3.2,3.4	Email asking Receptionist to help with induction process and her acceptance of duties	EV33		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email to our Employment Law consultants requesting a template zero hour contract	EV34		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email to Training supervisor and H&S Manager asking if they	EV35		

			were available to deliver an induction			
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email updating Training supervisor of new starters.	EV36		
5ARPT	Contributing to Resourcing and Talent Planning	3.4	Email asking for shift pattern and head count requirement per team	EV37		
5ARPT	Contributing to Resourcing and Talent Planning	3.5, 3.6	Email advising that I had achieve the target recruitment and showing thanks from my line manager	EV38		
5ARPT	Contributing to Resourcing and Talent Planning	3.5, 3.6	Email from Head of Operations reporting on calibre of staff recruited and acknowledging level of communication	EV39		
5ARPT	Contributing to Resourcing and Talent Planning	3.5	Email to update team on new starters	EV40		
5ARPT	Contributing to Resourcing and Talent Planning	3.5	Email to new starters with joining information	EV41		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

Date:

20 May 2020

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

Based in Pembrokeshire and employing 173 staff, supplies fresh produce to major supermarket chains throughout Wales. We pride ourselves on the recent installation of the most hi-tech potato packing plant in the UK and have undergone considerable expansion in the last 8 years with an annual turnover of £28million in June 2019.

One key element of workforce and talent planning is the link to organisational goals. (CIPD, 2019a) Within our organisation there are no clearly defined goals which makes alignment to them impossible. The organisation does have a set of values, (EV1) although talent planning is generally not aligned with them which I highlighted to the management team. (EV2) There is reference to the values in our generic application form (EV3) and on the careers page on our webpage (EV4), however neither are greatly utilised failing to be good sources of applicants although serve to strengthen our brand.

Senior managers lead on strategic business decisions, the most recent relating to the installation of the new facility which impacted on talent planning due to the reduced number of low skilled roles required and the increase in knowledge around IT. Despite this senior managers did not communicate the full details of the project to me, with manpower planning not considered until late in the project resulting in a reactive approach (EV5) The CIPD (2019a) recommend a collaborative approach to workforce planning, but in this instance there was a lack of collaboration in the early stages. However, this is not always the case and there is evidence of collaboration and forward planning when considering specific hard to fill roles ie engineers and technical staff. (EV6)

Overall, the organisation has a very informal approach to workforce planning due as there are no strategic plans and very limited documentation (policies/procedures/reports) in place relating to any of the processes involved. The organisation does not have a recruitment policy although fair recruitment is mentioned in the handbook (EV7) and due to our ethical requirements we also have a Younger Worker and Child Labour policy. (EV8) There are no policies in place regarding L&D, with references only made to training in the hand book (EV9) and recently in the contracts (EV10) . Whilst the organisation does have an appraisal system in place, it is very traditional in approach with little focus on development. Internal research has also shown that it is not fit for purpose and is considered more a tick box exercise, (EV11) therefore would not be considered as useful tools to enhance workforce/talent planning. (Wilkinson & Taylor, 2016)