

5HR02

Talent Management and Workforce Planning

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3.1

In current years it has become very important for an organisation to understand the reason for staff turnover within the business. Turnover includes all leavers within the organisation: (Maxwell, 2021 a) voluntary and involuntary, including those who resign, retire, or are made redundant, in which case it is describing overall, or 'crude' employee turnover. If an organisation understands the reason for turnover they can put in place initiatives and packages to reduce turnover and retain staff, increasing employee retention.

Some leavers within an organisation are unavoidable, such as ill health, domestic commitments, moving house or returning to study. These reasons are not linked with anything the organisation has done and is out of the manager's control. (Taylor & Woodhams, 2016, p.70). However other reasons for employees leaving can be avoided. Some employees leave due to an attraction of a new job or a better career prospect that from outside the organisation that 'pull' the employee to leave. Other circumstances within an organisation will 'push' an employee to leave because they are unhappy with their current job role and feel dissatisfied, possibly will have due to a poor relationship with their manager. Or an employee might feel there is no career opportunity or development. CIPD (2021 a)

It is important for an organisation not to make assumptions about the response for employees leaving and turnover. It is important to investigate it further and collect several qualitative data that will help find common trends and the real reason for turnover. The most common source used by an organisation to collect this data is exit interviews and staff satisfaction surveys. If an organisation does not take the time to investigate why employees are leaving the organisation the high turnover will have a negative impact, on production, the working environment, and morale of the remaining employees. The process of termination and recruitment selection is also very timely and costly. Having to cover the empty post for the period in which there

is a vacancy, induction, and training for the new employee. Also, employees that have handed in their notice are much less productive the same as new employees take time to learn and become productive. Having a lower employee turnover will have a positive impact for all organisations and they will become an employee of choice.

3.2

An organisation needs to manage their talent in line with their Organisational goals and strategic objectives. Talent is when an individual has made a significant impact/difference on an organisation. This can be achieved short term with an immediate contribution or on a longer-term base by reaching their best potential. *CIPD (2021 b) Talent management is the systematic attraction, identification, development, engagement, retention, and deployment of those individuals who are of particular value to an organisation.*

There are six main talent loops:

1. Attracting talent
2. Identifying talent
3. Developing talent
4. Engaging talent
5. Retaining talent
6. Deploying talent

CIPD (2021 b)

There are many different approaches an organisation can take to identify and develop talent. *CIPD (2021 b) Creating a talent management strategy starts with workforce planning, a process of analysing the current workforce and capability to determine future workforce needs.* Some organisations have an exclusive focus in which talent management focuses specifically on key or high-potential individuals. In more current years organisations have taken on a more inclusive approach *CIPD (2021 b) through a 'whole workforce' focus. Often, a blended approach is used in practice, by working to engage and develop all employees, while focussing on a particular core group or groups of employees. Regardless of the approach, it is crucial to be fair and consistent in all talent management processes.*

Within Hywel Dda we take part in a Personal Appraisal Development Review (PADR). We can have an in-depth conversation with our manager about what has gone well, where we feel we need support and what progression we are looking for and time scale to achieve this. Hywel Dda are very pro-active with learning and development and are always keen for employees to better themselves and learn new skill. We have also a My Learning account on the intranet where we are able to access training information such as e-learning support, external learning (Higher awards, study leave and lifelong learning). Also, we can document our skills and training that we already have. Hywel Dda have also invested in their Future workforce, putting in place apprenticeship schemes, work experience and volunteering groups.

3.5

Dysfunctional turnover can be very costly for an organisation. The cost being both direct and indirect.

Direct Cost	Indirect Cost
• Cost of advertising the vacancy • Cost of covering the role when vacant (Paying overtime to other staff) • HR admin time re recruitment and selection process (sifting CVs etc) • New starter cost • Induction and training cost	• Employee is less productive in final weeks • New employee is less productive in first few weeks • Loss of morale and productivity in colleagues • Company information could be used to advantage of competitor • Damage company reputation if an individual leaves on bad terms.

(Taylor & Woodhams 2016, p.70).

Dysfunctional turnover is harmful to the organisation and can take numerous forms, including the exit of high performers and employees with hard-to-replace skills (SHRM.2008)

It is important to succession plan in readiness for a key/senior post holder leaving the organisation. The organisation would need to plan this thoughtfully and systematically also to analyse how many people are leaving, who is leaving

and what are the relative costs and benefits of current turnover. An easy way to get an idea of the cost of a dysfunctional turnover is to estimate the cost of turnover for a typical post and then multiply this by the number of dysfunctional leavers over the year. (*Taylor & Woodhams 2016, p.70*).

High performers within Hywel Dda can be difficult to replace for example a consultant. Experience that they gain during their time cannot be taught and has inherent value for the origination. (*Getworkify,2019*) *Dysfunctional turnover disrupts this cycle. Not only do other members of your workforce fail to gain from their colleagues' experiences, but your competitors may benefit from them instead.* A consultant would need to give 3 months' notice, this is so that the managers can plan and fill the new post in time. Many of our doctors come from overseas and the process can be very lengthy and costly.

4.3

Effective on-boarding has several different elements that all need to work in line with one and other to form the organisation's success.

Recruitment and selection are both key parts. Recruitment refers to the advertising of the organisation and vacancy to the potential employees, internally and externally. Selection refers to the choosing of the most suitable candidate from all candidates that have applied. (*Taylor & Woodhams 2016, p.63*)

Recruitment practices are continuing to evolve, and this is partly driven by technology. Organisations need to make sure that their pre-employment checks are both legal and ethical. To make sure that the organisation recruits the most suitable candidate *CIPD (2022 ©) it is important to carry out appropriate and proportionate pre-employment checks to determine the suitability of the candidate.*

Key checks an organisation need to have in place. They also must follow the data protection act 2018:

- Right to work checks
- Criminal Record checks (DBS)
- Medical checks (Occupational Health)
- Reference check (with previous employer for example)
- Online and social media checks.

CIPD (2022)

Once a candidate has been successful and accepts the job offer and completes all pre-employment checks, their first impression of the organisation will be at induction. Induction gives the organisation the opportunity to welcome their new employee and make sure they have all relevant tools, equipment, and training to be able to integrate with their team and job satisfaction. Also, it gives the employer the opportunity to embed the organisations values, goals, and culture. CIPD (2021 d)

Hywel Dda have a robust and positive recruitment process. From when the manager is preparing to recruit to the interviews, feedback on-boarding and day one on the new team member. Once a verbal conditional offer has been successful and the offer of employment has been accepted, we feel in Hywel Dda that it is important to agree a way off communication with the new team member for example text, email, phone call or a mix. We try to ensure contact at key stages of their on-boarding journey:

- When they receive their offer letter
- When they have Pre-employment checks (PEC)
- When they have been cleared through PECs
- When they are ready to hand in their notice
- Would they like to come and visit their workplace before starting?

All new member of staff within Hywel Dda will attend a local induction day. Managers will develop a training plan for the new employee of what this will look like prior to the first day. We will also make sure to inform new employees of various network groups e.g., Armed Forces, Black, Asian and Minority Ethnic, LGBTQ and how to join.

1.1

Organisations will compete with one and other to secure the service of the workforce and labour markets. These are continuously evolving. (*Taylor & Woodhams 2016, p.52*). The term 'Labour Market' is a key concept in employee resourcing. Key source of labour markets are Job seekers in:

- *Local labour market.*
- *National Market*
- *Internal Markets*

- *Individuals that work in companies*
 - *Graduates*
 - *School Leavers*
 - *Economically inactive*
 - *Untapped talent pools*
- (Taylor & Woodham 2016, p.52)*

For an organisation to strategically position themselves in a competitive labour market they need to become an employer of choice. For an organisation to be an employer of choice they need to have the ability to attract and retain best talent and have a desirable culture, employee engagement and leadership style.

An organisation can choose how it wishes to position itself within the labour market.

A. Wales (2012)

- *Reward: the amount of money paid to employees*
- *Culture: the extent to which employees are respected and treated ethically.*

The Economic growth will have an effect on the position of an organisation within the labour market COVID-19 has found the county skills shortages in some industries.

1.2

The labour market is constantly changing. When considering a labour market one of the most important things to consider and understand is an organisation's ease to recruit depends on how 'tight' or 'loose' the labour market is at that specific point in time.

A Tight labour market refers to where there are more job opportunities than people actively seeking employment. This makes it much more difficult for an organisation to fill their vacancies because job seekers have a number of jobs to consider. A Loose labour market is the opposite of a tight labour market. This is when there are many people seeking job opportunities but only a small number of opportunities.

When labour market is tight, employees have an increase bargaining power. Organisations would need to look at being more creative and how they can attract the desirable candidate into their organisation. Organisations will need to look at employee branding, recruitment initiatives, retention strategies, reorganisation, development initiative and long-term resource planning. (Taylor & Woodhams 2016, p.53)

From time to time we can see trends and demands expanding (loosen) and contract (tighten) depending on a range of factors. For example:

- Economic context- an economic downturn will significantly affect the labour market; many organisations will have to look at downsizing resulting in redundancies.
- Demographic change- in the number of births and deaths, population age etc
- Legislation change-employment law change.
- Technological development.
- Natural disaster, pandemic, international events (such as war)

Currently the UK is in a tight labour market, one of the tightest we have seen in two decades. This is largely influenced by COVID-19. Many people have re considered what they want to do in life, what industry they would like to work in and what type of career they are looking for.

CIPD (2021) Economic conditions provide the background to the everyday noisiness in HR. It determines how many people an organisation need to recruit, retain and develop in order to meet consumer's demand.

2.4

There are many different recruitment methods and organisation might use. Internal recruitment is a quick process where the applicant will already know and understand the business and the recruiting and advertising is much less costly for the organisation.

There are five internal recruitment aspects

1. promotions from within
2. lateral transfers
3. job rotation
4. re-hiring former employees.

5. Offering interns, a permanent position

Some disadvantages with recruiting internally could be that there is a much smaller pool of applicants and there would be a lack of new/fresh ideas into the organisation. When an organisation recruit externally the new employee could bring in new ideas, fresh enthusiasm and skill and could potentially enlarge the talent pool. Disadvantages to external recruitment would be the new employee will take time to settle and learn an understanding of the organisation. External recruitment is much more timely and costly for the organisation. (Bbc,2022)

The Covid-19 pandemic has forced organisations to look at adapting their approach to integrating technology at work. Many organisations have now adapted to a much more flexible, agile approach and have a hightbred structure. Organisations have had to invest heavily in technology resulting in the way an organisations recruits have had to change. Using Technology reduces time and effort for both applicants and recruiters. Organisations have also taken advertising job vacancies through different types of media, such as employment agencies, intranet sites, websites, social media, newsletters, job boards and job centers. (Forbes,2019)

(Forbes ,2019) Automation can now take some of the copious manual activities off of human recruiters' plates. Automated tools can now source candidates, administer assessments, schedule interviews and provide regular updates to candidates throughout the process. It's a great way to use AI to reduce effort on both sides of the recruitment equation

1.1

The government, employers and trade unions play a fundamental part in ensuring that the future skills in a workforce are captured and we can employee people with the correct skill mix and *(Taylor and Woodhams) forecasting the supply and demand of labor and develop plans to reconcile any future gaps between the human resources and Organisational need and those it has access to.*

The Government Office for Science are (GOS) are currently looking at how changes in technology and an ageing population affect what skills the UK will

need in the future. *(gov, 2012) The project also considered how investment in skills and encouraging lifelong learning can have a positive impact on productivity.*

The government has put funding in place to support employers and training in Wales. £50m package for skills and learning targeted towards higher and further education unveiled by Education Minister Kirsty Williams back in July space 2020.

(gov.uk) The general direction of skills policy in the UK over the recent past has been to create a market for training to improve the degree to which the skills people acquire are matched to those that the economy demands.

As an employer it is important to understand and recognise the organisation's current and future needs. Employers play a key role in increasing the level of skill within their workforce. There is growing recognition that 'essential skills' are needed CIPD (2021 e). Essential skills are things like teamwork, presenting and problem solving, communication, these skills are widely transferable and are essential for people to work productively. Having these skills within our work force is essential for economy growth and prosperity and for all individuals and organisations. CIPD (2021 e)

Peter Cheese, chief executive at the CIPD said: 'skills and jobs are changing. But underlying every job are some essential skills, profound human in nature which helps us be effective. We needed a common framework to understand them and to promote them from education into work.'

The skills policy has been put in place in the UK and its focus is on addressing:

CIPD (2021 e)

- *Upgrade of skill level*
- *Raise the demand for skills among employers*
- *Improve quality of apprenticeships, further education, and skill training*
- *Encourage better working practices, emphasis on development and enhance skills*
- *Improve leadership and people management competencies.*

Union learning representatives (ULRs) are workplace reps that support staff members with learning and skills. ULRs also work alongside employers to make sure that their workforce receives relevant and adequate training that they

need. The unions play a key part in negotiations with employers in learning and development. (tuc,2018)

2.1

Organisations are having to deal with needing to adapt quickly due to internal and external factors changing. Internal factors would include budget, change in the need of the organisation and level of skills needed. External would include a demographic change, competition, regulations. Also, technology and automation of process is changing the traditional job roles and increasing the rise of digitalisation. This is propelling the new gig economy and changing the way that we work. *CIPD (2021 e) Workforce planning is the process of balancing labour supply (skills) against the demand (numbers needed).*

Effective workforce planning is key for an organisation's success. Workforce planning should be linked to the organisations goals and should be a part of the strategic business planning process. Strategic work force planning will look at long-term needs of the organisation and what skills and roles they will need in the future. Operational workforce planning will look at the short-term needs and demands (Human resources online.net).

Forecasting the demand of the labour market will help the organisation plan for what the business will look like in the future. *CIPD (2021 f) Effective and timely workforce planning goes beyond forecasting headcount and can provide agile people solutions to complement the future direction on the business.*

Taylor and Woodham explain workforce planning involves ensuring that the company will have the right people with the right skills in the right place at the right time to fulfil the company's strategic goals.

CIPD (2021 f)



2.2

Organisations need to begin with business objectives, vision for the future, what are your business goals and objectives. Look at what the ideal workforce planning strategy and plan would look like. *(Chesmail,2019) To do this, you'll want to look at growth figures, financials and speak with each leading member of your team and all members of management. Analyse how your business works and the absolute key players in each team.*

CIPD (2021 f) When putting a workforce plan together, people professionals should consider:

- *Inputs to the plan*
- *Communications*
- *Measurements and evaluation.*

There are two types of data used in supply chain forecasting methods quantitative and qualitative. Quantitative forecasting uses historical data to determine the future.

Having a clear workforce plan will help focus on talent management activities. These will include: CIPD (2021 b)

- Recruitment
- Building talent pools
- Succession planning
- Leadership development
- Career management
- Deployment
- Employee engagement.

It is important to measure performance against the data that has been collected. Compare and analyse with competitors processes and try to identify what is causing the gaps and differences.

2.3

Succession planning involves preparing for the time a key/senior post leaves the organisation and growing talent in readiness for this. This planning needs to be systematic and thoughtful regarding how the organisation will recruit to this post and what the need for the future will be. Succession planning is fundamental to mitigate the numbers of organisational risk. In preparation for a key/senior post leaving it is important that the organisation has enough people with the ability, knowledge, and personal attributes necessary to step into senior roles when they become vacant.

Traditional succession planning in larger organisations ran highly structured and top-down succession schemes. This was aimed at finding key internal successors for senior positions and would give clear career pathways. *CIPD (2020 g) But with growing uncertainty, increasing speed of change and flatter structures succession planning of this sort has declined.*

Change in how organisations are structured, with most organisations having a flatter structure rather than hierarchical. This means a more modern approach. Succession planning looks at broader vision, greater openness and diversity and closer links to talent management practices CIPD. (2020 g).

3.3

A definition of talent pool is a database of potential job candidates. Talent pools are groups of employees who are being developed within the organisations in readiness for career development within a particular area/job role. These would be employees that champion the organisations culture and values and are high performing

Some organisations use an exclusive approach where the focus is on key high performing individuals but more recently due to the change in the labour market organisations are using a more inclusive approach focusing on the entire workforce as a whole. CIPD (2020 g) Organisations are having to use a more blended approach by working to engage and develop all employees.

(SHRM,2018) Two key elements necessary to building talent pools are interaction and segmentation, collaboration and interaction—will ensure that you are building the relationship for the outcome you want, which is [that] the candidate applies to your openings.”

Creating a talent pool can take time and a lot of planning. Here are four steps that SHRM believe can help:

1. Review the organizational strategies. A good manager will have an open relationship with their employees. A good manager will lead by example and will be able to deliver open and honest feedback to their employees that will help improve performance.
2. Assess the company's current talent to identify any skills gaps. This information would be gathered during the staff analysis. This data can be gathered through technology, performance reviews, assessments, interviews and feedback.
3. Create modules or groups of activities that will help employees learn the skills they need. Management coaching, Peer-to-peer feedback, Mentoring.
4. Monitor progress and make regular adjustments. *(SHRM,2018) The organisation should conduct regular talent assessments and observe market conditions. Both internal and external factors can prompt a change in talent development strategy. The talent wars are not going away anytime soon. Organisations must think about the future.*

3.4

Diversity in the workplace means that the organisation employs a wide range of diverse individuals with a variety of different skill mix. Having a diverse talent pool is essential for an organisation to attract the correct talent pool for success and to become an employer of choice. *(Latently) By implementing that mindset, your company will become a more inclusive place for people of **varying gender, age, religion, race, ethnicity, cultural background, sexual orientation, languages, education, abilities**, etc. Consequently, creating a more accepting culture has a strong positive effect on individuals and connects everyone in your company.*

(LinkedIn,2017) An organisation that recognizes that having staff with a variety of different backgrounds and beliefs only strengthens our culture and enhances our performance.

There are three direct results that Mike Wessinger has seen from investing in a diverse workforce.

1. Diversity attracts talent
2. Diversity is a competitive advantage
3. Diversity drives employee engagement.

4.1

A contract of employment is legally binding between the employer and employee. *CIPD (2021 h) In the UK, the term 'employee' is defined by the Employment Rights Act 1996 as an individual who has entered into or works under a contract of service or apprenticeship.* It is important to note that contractual agreement is based on expressed terms and implied terms as agreed by the employee and employer. This can be stated verbally or in writing. CIPD (2021 h)

As an employer, the tax and employment responsibilities you have for your staff will depend on the type of contract you give them and their employment status. (Gov,2022)

(Gov,2022) Contract types include:

- full-time and part-time contracts

- fixed-term contracts
- Agency staff
- freelancers, consultants, contractors
- zero-hours contracts

Full time contracts are the most common types of contracts. These contracts are usually permanent contracts withing the organisation. A contract usually sets out the employee's salary or hourly wage. The employer has a legal obligation to issue written particulars/ contract by the end of the first working day. Part time contracts are very similar except that the employee work fewer working hours.

Fixed term contracts last for a specific amount of time for example 12months. These T&C would have been agreed in advance and advertised clearly on the job advert. *(Reed,2018) Fixed-term employees enjoy all of the same rights and benefits as with any other permanent contract, although factors such as holiday entitlement will depend on contract length.*

Agency staff have their contracts agreed and managed by a recruitment consultancy or employment agency.

Freelance and contractor workers are generally considered as self-employed. Meaning that it's their responsibility to look after tax and NI contributions. *(Reed,2018) Contracts may include start and end dates, or the salary may be based on set projects or pieces of work, meaning the contract effectively ends upon delivery.*

Zero hours contract is more of a casual contract where the employer is under no obligation to provide set working hours. The same applies to the employee, they do not have to accept work if they wish not to work.

4.2

CIPD (2021) A contract of employment is a legally binding agreement between and employer and employee. This is defined by the Employment Right Act 1996. Express terms can be written or verbal. Written express terms are not restricted to an employment contract. It could include things like staff handbook. It is important for an organisation to understand and familiarises themselves with relevant laws before issuing a contract. For example, employee

status, rules in particular to do with equal pay, minimum wage, fixed term, flexible working, maternity, and paternity and working hours are some that need to be included. CIPD (2021 h)

The express terms must comply with any minimum legal standard. For example, the right to holiday pay and daily rest periods. Some organisations may give additional benefits to help attract and retain staff.

Implied terms can also be included in a contract, these are more of an understanding between employer and employee.

CIPD (2021 H) Some examples of terms that can be applied into a contract of employment:

- Duty of mutual trust and confidence
- Employers' duty to provide a safe system of work and workplace
- The right to receive the national living wage or minimum wage.
- The right to a minimum notice period
- Equality in relation to equal pay act.

The UK recognise 3 main types of employment, employee, worker and self-employed. Dependant on what type of worker the employee is would depends on their rights.

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