

TALENT MANAGEMENT AND WORKFORCE PLANNING

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Task- Written Brief

AC.1.1 Explanation of how organizations strategically position themselves in competitive labour markets

In order to strategically position themselves in a competitive labour market, an organization can conduct a competitive analysis where it researches major competitors in the market and gain insight into their products, services, sales and marketing strategies, to device plans that would be on par with them. It is with the help of good employee branding strategies that SAP won the employer brand award and strategically positioned itself in the competitive marketplace. Employer branding is the process of managing and influencing the reputation of a company and an employer among job seekers so that they are interested in joining the company. The image of an organization that exists in the minds of stakeholders, employees and job seekers can be influenced by strong employer branding, and among the different positions that an organization can take, an employer of choice is the best strategy (Greene, 2020). The characteristics of an employer of choice include the provision of career growth opportunities, meaningful work, appreciation and recognition, work-life balance, strong leadership, fairness, access to information, empowerment, communal involvement, fun and the creation of a strong reputation so that the company is highly respected within the industry and naturally becomes a place where people want to work.

AC 1.2 Explanation of the impact of changing labour market conditions on resourcing decisions

During periods of relatively high labour demand, the labour market is said to be 'tight' whereas during periods of comparatively low labour demand, the labour market is said to be 'loose'. During the tight phases there would be low unemployment and the resourcing decisions of companies have to be modified to offer attractive wages in benefits to attract and retain workers. And during the loose phases, there would be high unemployment, there could be slack in the resourcing decisions of companies as there is lots of unemployed labour available. The dynamics of the UK competitive labour market, which was once considered a structurally tight labour market, have been hard to analyse in recent times as it is displaying signs of loosening. There has

been a significant transformation witnessed in the UK labour market landscape recently as job vacancies have fallen below a million, which is only 20% above pre-covid levels, in comparison to the peak of job vacancies in April 2022 which was at 1.3 million, which was 60% higher than pre-covid levels. This sharp decline in labour demand in the last couple of years suggests that the loosening of the labour market is well underway (brc.org.uk, 2023). Another example of the changing labour market conditions of the UK can be outlined in the August Monetary Policy Report which gave evidence of how unemployment rates have started to increase in the country, rising to 4.3%, and this increase can be attributed to the decrease in individuals who are employed while actively seeking work. An interpretation of this trend is that the labour market outcomes are in a worse condition and deteriorating more rapidly than anticipated, and the Bank of England is concerned about persistent wage growth and the potential impact it would have on domestically generated inflation.

AC 1.3 The role of government, employers and trade unions in ensuring future skills needs are met

Governments of countries are focusing on championing reskilling of employees, especially in the tech sector, establishing non-profit organizations and platforms. They are boosting skills in Students by working closely with industries for developing relevant training curriculums, boosting lifelong learning, and continuous reskilling and education, working closely with educational institutions and training bodies for strengthening adult training infrastructure. Employers are taking proactive steps for identifying skills requirements of their workforce and creating avenues for the current and potential employees to develop those skills (Al-Dalahmeh, 2020). Working closely with high schools, universities and colleges and creating apprenticeships and graduate recruitment programs are also ways through which employers are preparing future workforces. Trade unions are advocating for creating quality training and lifelong learning opportunities for employees in organizations. These employee representative bodies provide workers with a voice in retraining and support them during the learning process so that they develop skills they would need in future.

AC 2.1 Analysis of the impact of effective workforce planning

Workforce planning is a means or method of assisting companies in analysing the gaps between the current and future needs and performance of their workers and closing those gaps so that the organization is allowed to reach its business objectives with the use of data-driven tools. With the use of strategic and effective workforce planning, the time-consuming, mundane and high-effort tasks of an organization can be balanced out. Tasks like investigating business performance and potential, predicting future scenarios, forecasting demand and supply of labour, determining where to source employees from and analysing the gaps between the current capabilities and future needs of a company can be made simpler with effective workforce planning tools and techniques (Azmy, 2021). With effective workforce planning, companies can ensure that an appropriate number of people are available in different roles that would best meet their business needs and that business goals can be delivered on time. Making decisions regarding employees' needs for training and development, designing HR processes and deciding on Strategies for hiring or retaining employees can be made much easier with workforce planning.

AC 2.2 Techniques of workforce planning

- ***Strategic workforce planning map-*** This technique helps business organizations understand their ultimate goals and strategies. In this technique, organizational strategy can be set by asking three questions, including what the current supply and demand Trends are, what products and services the business firm provides, and what are the competitors of the firm doing. Once the answers to these questions are understood, a business strategy for the company can be set for the next 3 to 5 years and it is with this strategy that the business HR actions and activities can be aligned in the strategic WFP process (Vaiman *et al.* 2021). The benefits of this technique are easy analysis of workforce discrepancies and anticipation and planning for change in labour supply and demand or industry conditions, but it has the drawbacks of spending too much time on researching and analysis that the implementation of the plan never takes place and losing sight of the need to detect changes to be factored in while implementing the workforce plan.

- **9-Box grid-** This technique is known as the performance-potential matrix, and it has been designed to map the past performance of the employees in a company against their future potential. The x-axis in this model measures the performance of the employees in a workforce and the y-axis measures their potential. This is a means for the HR department of a company to understand performance management in the business and the 9-box grid can be used to assess where each worker fits in the workforce and track their progress while they improve with time. Since how an employee is progressing can be seen with the help of this matrix, it can be a way of mapping who could be in line for a leadership or management role, a promotion or a raise in the company in future (Jaillet *et al.* 2022). The benefits of this technique are that it is easy to use making workforce planning easier and it increases transparency, however, the drawbacks include being subjective and oversimplifying performance evaluations.

AC 2.3 Succession and contingency planning

Appraisals can be defined as an evaluation of market situations or performance conditions, identifying the strengths and weaknesses of a person or situation to determine their relative worth. With the help of appraisals, a company can secure a deep understanding of each employee in the workforce and how their individual performance contributes to the business's success. Appraisal can illuminate potential succession roots for key employees and signpost what is needed. It can help identify those who have demonstrated positive intention, drive and initiative to better their performance and the performance of the organization, which can directly improve the bottom-line results of the company. Appraisals can make the design and delivery of the personal development plans of employees much easier, and they assist in preparing and guiding those who carry the organization in terms of performance so that their outputs help propel the company forward (Kumar, 2022). In order to effectively use appraisals for contingency planning, they have to be compared with the objectives set in the business plan of the company, and if they do not have much in common then the objectives of the employees and the organization are in need of realignment. Conducting appraisals is like having a pre-prepared plan for swiftly addressing and managing the poor performance of workers. Appraisals are usually able to help deliver the business goals of an organization and develop the people who are needed to continue driving the organization forward, even in cases of emergencies and risky situations. By aligning

the appraisal process with the business goals of the organization, it is easier to match employee skills and abilities with delivering the wider objectives of the company, thus mitigating risks and reducing the chances of the business getting threatened. Appraisals can reduce training costs by providing a bird's-eye view of the requirements, potential economies of scale and supplier options, so that the business firm can make decisions that would not be risky.

AC 2.4 Recruitment and selection methods

- ***Social media-*** This is a mode of employee recruitment where social media platforms and pages are used for going over candidate resumes and catching a glimpse of their personalities. This method has the pros of reducing time for employers to recruit employees by showing their opinions on a variety of topics and offering employees a glimpse into the company culture without going through face-to-face interviews. It also has the cons of offering missing or inaccurate information since the data is being collected from social media and having privacy concerns because the medium is digital (Musakuro, 2022).
- ***Job boards-*** This is a mode of employee recruitment where online platforms are created listing job vacancies where job seekers can apply for different positions. This method has the pros of reaching a larger audience by posting job descriptions on job listing sites and creating an online employer brand. It also has the cons of offering up unqualified candidates and making companies miss out on passive candidates who are not actively searching on job boards.
- ***Interviews-*** This is a mode of employee selection where direct interactions are undertaken with a potential employee to judge whether they would be a good fit for the company. This method has the pros of being a common and efficient method of judging the personality, personal style, work approach and capabilities of candidates and giving interviewers a chance to compare and contrast candidates. It also has the cons of intimidating candidates to not answer questions truthfully and offering no chance to reduce the personal bias of interviewers (Zeynoddini Bidmeshki *et al.* 2023).
- ***Job references-*** This is a mode of employee selection where a recorded or written reference of a candidate is made to the employer including information regarding why they would be a suitable choice for a job position. This method has the pros of offering

organizations a chance to verify the information provided by the candidates and their referrers and helping in the assessment of the future potential of the candidate for success in that position. It also has the cons of not always offering information that is forthcoming or honest and simply offering a quick overview of the past work of a candidate.

AC 3.1 Factors affecting employee turnover and retention trends

Motivation is an important factor for building employee engagement and it is clear that the struggle to retain employees will continue unless companies develop better strategies for managing motivational issues and improving employee experience. Motivation is related to employee turnover and retention since it can drive employees towards success by playing a vital role in their job satisfaction. If Sun Energy is able to boost employee motivation by encouraging them to achieve the organizational targets it could result in the workforce being more invested in their jobs and becoming more loyal to the organization, which could influence their decision to not leave the firm but stay and work there for a long time. The leaders and managers of a company should be able to provide proper motivation to the workers to do their jobs to the optimum levels of their capabilities (Kaliannan *et al.* 2023). The management style of a company can also play a role in employee turnover and retention trends because it is the non-physical work environment that contains psychological and emotional elements that can impact the psychological state of being of the workers. This means that the better the leadership and management style of a company, the more the employee retention and the less the employee turnover of that firm. Therefore, if Sun Energy can foster a work environment where the leaders and managers manage the workforce efficiently, shaping employee experience and building engagement in a positive way, not affecting their mental or physical health in a negative manner, then more number of employees would be willing to stay and less would choose to quit the company.

AC 3.2 Approaches to developing and retaining talent

- ***Coaching and mentorship programs-*** The implementation of coaching and mentorship programs can be an effective strategy for the development and retention of talent in an

organization. when experienced coaches and mentors are assigned to different employees, they can be guided and supported in their path of professional development. The coaches and mentors can provide their guidance, share knowledge and offer constructive criticism and feedback to help employees reach their full potential, overcome challenges and reach their goals, thereby strengthening their connection to their organization. At the individual level, coaching and mentorship programs can help workers grow professionally by helping them achieve their individualised targets, and in comparison to this, at the group level, these can help broaden the perspectives and experiences of the workers by promoting lateral development within their organization (Coculova *et al.* 2020).

- ***Competitive benefits and compensation-*** In order to retain talent it is essential that an organization offers adequate compensation and benefits, and this should be competitive, that is at par with the rival companies in the market, so that the workforce knows that they are being paid fairly and they would not feel the need to see employment opportunities elsewhere. Providing attractive and fair remuneration would demonstrate the recognition of the value the employees bring to an organization and conducting market research to ensure that the benefits and rewards package surpasses that of the competitors or is on par with them and individual performance of workers should be evaluated to adjust compensation accordingly (Mitosis *et al.* 2021). At the individual level such recognition and reward would increase the job satisfaction of employees, and in comparison, at the group level, it would create a work culture that is free from any kind of jealousy towards colleagues for winning more rewards.

AC 3.3 Approaches to building and supporting talent pools

- ***Coaching initiatives-*** Coaching is a collaborative yet personalised process which helps employees improve their skills, confidence and performance. coaches can help people learn new things, overcome challenges and achieve their goals, fostering a culture of innovation, engagement and learning in organizations and contributing towards the success of companies by leveraging key talent. Some of the benefits of coaching initiatives include encouraging employees to develop themselves by looking up at ideal people and helping align people's personal and professional goals with the vision and strategy of their organization (Gibson, 2021). Some challenges in this approach are

coaches and teachers not forming a good bond with the learners and learners being pushed beyond their limits so that their learning experience becomes traumatic.

- **Performance reviews-** Performance reviews are assessments of the skills, abilities, talents and past and future performances of workers in an organization, monitoring their development and progress at work. Typically it is grounded by a meeting between a manager and an employee where everything related to their work performance is discussed and it helps in the identification of high-performers and adressal of underperforming employees. Some of the benefits of performance reviews include helping leaders in line managers identify areas where the employees are succeeding and where they can improve and helping set expectations for performance and behaviour in the workplace (Bonneton *et al.* 2022). Some challenges in this approach are that these can be time-consuming and employees not being offered constructive feedback which is counterproductive.

AC 3.4 Benefits of diversity in building and supporting talent pools

Two benefits that diversity can bring with regard to building and supporting talent pools are:

- **Wider range of employee skill set-** Diversity in the talent pool of a workplace can bring a wider range of talents and skill sets to an organization since workers from a variety of experiences and backgrounds come together with a broader range of capabilities that could provide a company with the potential of being more Adaptable and offer a wide variety of products and services. A workforce composed of workers from different backgrounds, with different perspectives and having different types of skills and experiences can bring a variety of ideas to a company, offer unique solutions to problems and provide positive outcomes much quicker (Mukmin, 2021). However, a challenge related to this is the decision-making process of organizations can become chaotic with too many creative ideas or opinions.
- **Improved company reputation-** Diversity in the organization's talent pools can contribute towards the boosting of the employer brand or company reputation. If a company works towards hiring people from diverse backgrounds, the reputation of the company would be positively improved, making it easier for job seekers to relate to that brand and a positive

employer brand would attract new talent by creating an interest among the job seekers as an inclusive employer (Obisi *et al.* 2020). However, a challenge related to this is the organization having trouble keeping up its enhanced reputation at all times.

AC 3.5 Impacts of dysfunctional employee turnover

Employee turnover refers to the occurrence of employees quitting their jobs at a company, and when it is the high-performing employees who choose to leave an organization all of a sudden, it is known as dysfunctional employee turnover. The direct costs associated with this are relatively easy to identify, which include replacement costs, candidate selection and interview administration, separation administration, accrued vacation payouts, recruitment administration, costs of background check, cost of physical or drug screening, cost of skill assessments, referral fees, sign-on bonuses and so on (Wobodo *et al.* 2020). The indirect costs associated with this, on the other hand, are more difficult to identify, but these include lost productivity for separated employees, time for recovery planning, lost productivity due to vacant positions, escalating risk of burnout, escalating risk of customer service disruptions, suboptimal productivity due to learning curve during orientation, ongoing training, and re-establishment of working patterns and relationships, among others.

AC 4.1 Contractual arrangements

- **Zero-hour contracts-** This is a type of employment contract where the employer is not obliged to provide any minimum number of working hours to the employees and the employee is not obliged to accept any work that is offered. This type of contract can be introduced by Sun Energy to new staff it's trying to recruit by highlighting that it has the benefits of being more convenient and giving employees opportunities to turn down inconvenient tasks. However, it also has the challenges of offering no fixed income and employees might be taken advantage of with unfair work practices (Vecchi *et al.* 2021).
- **Contractual contracts-** This is a type of employment contract where a contractual arrangement is formed between two parties allowing or restricting them from engaging in certain acts or mutual obligations that are enforceable by law. This type of contract can be introduced by Sun Energy to new staff it's trying to recruit by highlighting that it has the benefits of offering employees the potential for higher earnings and greater work-life

flexibility. However, it also poses the challenges of increased uncertainty about jobs and almost no chance of career development (Cooke *et al.* 2022).

AC 4.2 Difference between main types of contractual terms

An Express contract is one where the proposal and acceptance, that results in the formation of an agreement, which is enforceable by law, are expressed in a verbal or written manner. An implied contract is one where the proposal and acceptance, that results in the formation of an assumed contract which is not enforceable by law, but socially or morally accepted, are expressed in a non-verbal and non-written manner, but expressed through other means. In the express contract, the mutual intent of the parties involved must be exhibited, spelt out and interpreted. In the implied contract, the contractual terms and conditions come into being from the assumed intention of the involved parties. An Express contract is created by words, whereas an implied contract is created by conduct or behaviour (Dorasamy, 2021). An example of an Express contract is a leasing agreement that is formed between two parties outlining the terms under which one of them has agreed to rent an asset owned by another party. An example of an implied contract is the sale of a priceless artefact at an auction sale by the fall of a hammer. Furthermore, in employment law custom and practice can be described as the unwritten rules that are followed by everyone even if they have not been formally agreed upon or written down anywhere, but it is a practice or arrangement that has been happening for a long time and the parties have seemingly accepted and expect it.

AC 4.3 Components and benefits of effective onboarding

Two components of an effective onboarding programme are:

- **Initial orientation-** The initial orientation session that the new recruits receive in a company sets the tone for the experience they are going to receive working in the firm. This is where regular updates on the intent, progress and initial plans of the company are provided to the new employees, giving them a roadmap that helps shape their vision and culture for the organization (Shet, 2020).
- **Functional training-** This is where an overview of the products and services, clients and customers, role-specific system requirements, and structure and system of the organization are provided to the new employees. Role-specific training, systems training

and on-the-job coaching opportunities are provided here for the formal development of the workers.

Two benefits of onboarding are:

- ***Better employee experience-*** A successful onboarding program will reduce employee attrition and increase engagement, both of which make a positive impact on the employees working in that firm, and this could lead to better employee satisfaction and productivity (Almohtaseb *et al.* 2020).
- ***Decrease employee turnover-*** When effective onboarding strategies are taken, employee turnover rates can be decreased because the employees are given a better initial experience which gives them an idea of what it would be like to work in that company, so that they do not feel the need to leave the organization but stay and work there.

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