RESOURCING AND TALENT MANAGEMENT
TO SUSTAIN SUCCESS

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Task 1- Email to CEO

Dear Sir,

Sub: Request reply to assess strategies and practices in resourcing and talent management

This email is in regards to the request that was made to me to critically assess the future of strategy and practice in the field of resourcing and talent management within our sector and organization to understand the impact of the changing business environment and its significance for organizational resources and talent strategy and practice.

Every aspect of an organization can be impacted by its business environment but it has a significantly high impact on organizational resourcing and talent strategy and practice. The availability and quality of resources of a company often act as a major determining factor for the success or failure of projects, facilitating product innovations or the company's ability to take new initiatives. Some organizations are more dependent on human capital than others in this regard. For example, if a retail company is not able to find appropriate workers for performing their tasks, then the company is a risk of ruining its brand reputation and losing customers. In contrast to this, a consulting company might still be able to function with minimal labour forces since it is the intellectual resources that are provided by them to the customers that derived their value. Regardless of the nature of the business company, the phone must have proper resources and talent management so that its success, in the long run, can be guaranteed. This can be started with a workforce strategy which defines the individual roles of the workers and why each of them is important for the success of the enterprise (Goldstein *et al.* 2020). This is translated as a mission statement in many organizations. Succession planning is also resourcing and talent management strategy that ensures that a strong line of potential leaders is present to carry the reins of the organization in the future and that they have been properly groomed and vetted so that they can live up to the increased responsibilities they would be handed over time. The current developments that are impacting the business environment of organizations are uncertainties related to the evolution of new products and services replacing short-term solutions. Businesses face different opportunities and threats and they need to make the most of their competitive perspective organizations that have stable business environments prefer strategies that allow them to avoid risks. Therefore, to make the right organizational resourcing and talent management strategies, organizations need to constantly monitor their external environment so that they can detect changes and development early enough to be able to plan for them.

Monitoring can be done best through the reception of updates regarding external events from the competitors and the media, market sentiment, or investee company metrics (Nikolaou and Oostrom, 2015). After the detection of a change in the environment, the potential strategic implications should be determined and resources should be prioritized for the minimization of potential fallouts.

To have sustainable success in an organization, the proper management of resources and talents is necessary. Efficient management of resources and talent can ensure that the goals of the company are met and its business objectives are accomplished, whether it is a small business or a multinational corporation. There are many ways of achieving this but the key is finding a system that works best for the company, after taking into account the unique aspects of the organization. With the use of the right tools and techniques, a sustainable process for the management of talent and resources can be created, that would help the business gain success in the present and the future. To gain the success that can we sustain for a long time, an organization needs to find ways of rising above the current challenges and focus on where they want to be in the future, which is preparing themselves for the oncoming threats (Taylor, 2018). With the help of proper resources and talent management, a company would be able to do this as they can then ensure that there is always going to be enough manpower and experienced and skilled labourers in the workforce who would be able to deal with the future developments and changes in the industry. Key contextual developments that have the potential of evolving and changing in the next 10 years pertain to technology, business ethics, labour markets, government and human resource regulations, diversity and inclusion trends and new flexible and agile staffing practices, integration of relevant technologies, and effective responses to skill shortages and surpluses are issues that have to be dealt with in the fields of resourcing and talent management (Collings *et al.* 2017). It is important to achieve recognition as an employer of choice and develop a compelling employee value proposition so that the workforce can be attracted and satisfied. It is seen that people appreciate an employer and a company when diversity is properly managed and ethical work practices are adopted by them. If a crystal ball is gazed upon to glimpse at the future of HR practices in resourcing and talent management 10 years from now, it can be predicted that work practices would be broken down to more agile functions, consistent innovation would be facilitated in organizations and the gig economy is likely to transform into an economy of sharing of human, physical and technological resources. Therefore resourcing and talent

management have to undergo developments where manual processes are replaced by automated systems and processes, the app ecosystem should be welcomed, whereby integrating customizable apps in the existing work methods would enhance employee engagement, simplify candidate onboarding processes and execute easy salary calculations, the AWE work principles are inculcated in the organization for efficiency and effectiveness, and employee interfaces are made more conversational for maintaining employee attention and engagement. The future of resourcing and talent management is driven by the changes in the work environment, needs of the employers and the nature of work and there should be an emphasis on diversity, inclusion, machine learning and global recruiting practices (Whysall *et al.* 2019).

It is no secret that companies spend large amounts of money and time in attracting and hiring talents and if the right strategy and practices can be invested in, a company would be able to ensure that its employees will be loyal to the enterprise, not only because of the reception of consistent raises and bonuses but also because of how much success they have witnessed so far.

Warm Regards,

Yours Sincerely

XYZ

Task 2- Briefing Paper

Recruitment and Selection

There are several ways in which a company can choose to build and maintain a positive reputation for itself in the key areas of the labour markets. Some of the most popular and common methods of recruitment and selection used around the world include providing positive work environments for the employees, offering competitive wages and benefits, or investing in proper training and development of the labourers. Companies that can attract and retain the best talent from the talent pool, can enjoy certain benefits that come with recruiting top talents, such as increased innovation and creativity, improve customer satisfaction, enhanced brand reputation, improve product and service quality and low turnover rates. Thus, organizations need to take the necessary steps for ensuring that the general public and potential employees see them as desirable places for being employed. One of the best ways of doing this is to invest in clever

ways of marketing and promoting the company in such a way that again the reputation of being a desirable place to work (Albert, 2019).

Building a strong employer brand is also what organizations should focus on as it would help them advantageously position themselves in the market and attract the right talent for its various available positions and the fulfilment of their organizational goals. It is also important for organizations to have a good understanding of the needs, wants, goals and requirements of its employees since having a good insight about them can improve employee retention, satisfaction and engagement with the creation of a work environment that is suited to the needs and makes them feel valued. Research has found that one of the best ways of doing this is to offer a perfect work-life balance to the employees and provide them with good compensation and benefits packages. In addition to this, organizations can also invest in new systems and technologies such as talent acquisition software, that would help them understand their talents better (Saridakis and Cooper, 2017). Such technologies can also help employers predict potential employee turnovers and allow the management team to plan for it better.

There is also a need for organizations to invest in proper training and development programs for the employees, which would allow the workforce to stay on top of the changing industrial practices, conditions, and developing technologies. This can not only ensure that the company's employees would be qualified for the roles that they currently occupy but would also prepare them for handling new opportunities and challenges that may come their way and support them down the road to success. Some organizations may arrange for training and development programs for their workforce that are specifically designed to help the employees develop talents and skills outside of their current areas of expertise so that an even more valuable labour force can be created that would benefit the organization for a longer-term (Mchete and Shayo, 2020). There is an ongoing debate in the context of contemporary and alternative methods regarding recruitment, selection and induction that pertains to the need for organizational effectiveness and legal compliance. In the former, it is encouraged that employee recruitment, selection and induction are done with the help of effective staff development programs where individual needs and organizational needs and resources have to be taken into account to gain financial success, and in the latter, it is made mandatory to hire employees based on their abilities regarding the job positions they are filling instead of discriminating against them based on their gender, age, religious beliefs or other immutable traits. For the promotion of fairness in their selection

practices without the sacrifice of organizational efficiency, the principles of affirmative action facilitating diversity should be adopted so that diverse talents from the hiring pool are recruited and at the same time, all relevant anti-discrimination laws are complied with so that the potential applicants receive considerate treatment (Williams *et al.* 2021).

Currently, there are a variety of technological devices and systems available that can be used for improved employee recruitment and selection in a company. Some of the most popular and common methods include social media recruiting, applicant tracking systems, and virtual employee resource portals. Organizations should first assess the hiring needs that the company has so that the organizational roles that are available can be determined and an idea of the number of new employees they plan to hire can be obtained. With this, the employers would be able to identify the biggest challenges they might face when it comes to recruiting and selecting people who could fill the vacant positions that are currently present in the company. For example, if an organization depends on the specialized technical skills of its workers to collect revenue in the market, it needs to invest in technologies that are designed for testing the technical knowledge, skills and qualifications of the candidates during the recruitment and selection process (Ivana, 2020). Once the organization can adopt the right technologies to fulfil its hiring needs, we should focus on implementing it properly and improving it further, which might require the assistance of external consultants or agencies since such hi-tech technologies are relatively new and not widely popular.

There is a strong body of evidence that is in support of the use of job analysis, job design and competency frameworks for effective employee recruitment and selection. The process of studying and describing a job whereby its essential functions are identified is known as job analysis, while the process of establishing the roles and responsibilities of the employees in a company and the procedures and systems that they should follow or use is referred to as job design, and a competency framework is a means of communication within the organization regarding which behaviours are expected, required, recognized, valued and rewarded in regards to specific organizational roles (Raharjo *et al.* 2018). The primary purposes of the use of job analysis, job design and competency framework during the recruitment and selection process are to provide in-depth knowledge of the skills that are needed of the workforce to perform their job roles successfully, co-ordinate and optimize work processes for the maximization of performance

and creation of value, provide the potential employees with an understanding of the common organizational values, expected behaviours and performance standards.

Workforce Planning and Employee Retention

As per the insight provided by CIPD, people who are in charge of organizations, projects or teams are always in the need of planning how the various business activities of the company have to be accomplished. This planning inevitably involves recruiting, training and deploying the individuals who are required to get the job done. If the managers delay till the moment a work is needed to be done, then the workforce would be not as well prepared to handle the job, because the skills and talents that are needed are simply not there or not developed in them. Thus, it is believed by experts that timely and effective workplace planning can go beyond forecasting employee headcounts but can provide agile solutions to people problems that can complement the future strategic direction of the company. Different strategies are required for satisfying the needs of the customers at different stages of the business cycle and the organizations should respond to client demands with staff that are qualified and capable of change when demand shifts and successfully carry out the company's missions through all the stages of the economic life cycle (Sparkman, 2018). The major stages in workforce planning involve identifying the strategic direction of the company, supply analysis, demand analysis, gap analysis, solution implementation and monitoring progress.

According to CIPD articles, data is now quite a significant part of HR functions in organizations. The use of various tools for analysis and collection of people data for gaining a better understanding of the workforce and organizational work is known as HR analytics and the HR professionals of companies use this to measure and report the key aspect of HR activities within the company, including performance management, remuneration and engagement. Here, the organization can analyze a range of analytics such as employee turnover data, average tenure, wastage rate, cohort half-life, or career progression and pathways to determine workforce planning and retention strategies. There are various methods of measurement and recording workforce analytics depending on the outcome desired, such as descriptive analytics, predictive analytics or prescriptive analytics (Cipd, 2021). While descriptive analytics is focused on understanding the historic data only to figure out what can be improved, predictive analytics makes use of statistical models for the analysis of historical data so that future risks and

opportunities can be forecasted, and prescriptive analytics takes it a step further to predict the consequences of the outcomes that are forecasted. To evaluate the talent planning and retention strategies of my organization of Walmart, predictive analytics and prescriptive analytics can be analyzed. Using predictive analytics for employee retention can help in revealing the factors contributing to voluntary employee turnovers, calculation of employee management costs versus benefits, predicting output variables such as attrition, and building models for targeted and effective retention strategies (Singh, 2019). And the use of predictive analytics in talent management helps in forecasting the impacts of people policies on the wellbeing, happiness and general performance of the employees. Using prescriptive analytics in talent management and employee retention helps in using data for the determination of an optimal course of action with a consideration of all the relevant factors to yield recommendations for the next steps that are to be adopted by the company. It utilizes modelling structures for predicting outcomes and then makes use of a combination of business rules, machine learning, algorithms and artificial intelligence to simulate different approaches to numerous outcomes. Thus, both these types of analytics can enhance the efficiency of the workforce, define the needs of the business, uncover key trends, have low rates of attrition and improve levels of employee engagement with the business goals of Walmart. The value of considering several variables in the analysis, including age, gender, role, ethnicity, department, entry skills and qualifications during workforce planning can help get a sense of employee needs and requirements, predicting the average time they are going to retire, delegating tasks according to the skills and qualifications of the employee and initiate learning and development programs to enable the staff to develop better talents that would help them accomplish the organizational goals (El Morr and Ali-Hassan, 2019).

The best practices and strategies for employee retention are focused on in the specialist unit where measures for engaging with high-value individuals are shown to keep the man happy at work and increase the performance levels of the workers across the organization. Focusing the efforts of the organization on ethical resourcing practices which ensures that everyone has access to fair opportunities without any kind of unfair treatment or discrimination can assist in making the business successful. Excellent management skills are required for employee retention so that a workplace can be created that encourages loyalty, and organizations must manage two key labour market hilarious- external labour market pressures or demands and internal labour market pressures. Experts have identified an approach whereby 'at-risk' employees that are, the

employees who are more likely to quit are identified and the reasons that are making them unhappy are also figured out so that the company can focus on improving the working conditions as well as upgrading the skills of these workers so that they can be retained (Yusliza *et al.* 2020). Technology can also assist in employee retention where hiring systems are utilized which aggregate data based on interviews and resumes as well as off-the-record conversations among the staff members and applicants. A system like this can help the recruiter determine whether the employee is likely to stay for a longer time with the company. In lots of research, it has been found that improving workforce planning and employee retention strategies while reducing attrition can have significant, direct and indirect effects on the profitability of an organization. Reducing attrition for improved retention can be done by evaluating measures for performance management, rewarding successful organizational teams, offering generous rewards for high-quality employee referrals, redesigning jobs to make them look more attractive, and conducting effective hiring programs (Eickemeyer *et al.* 2021). Organizations can also invest in interventions designed to improve employee retention, such as improved pay, promotion and developmental opportunities, work-life balance, employee experience, and effective leadership.

Performance management

Performance management is a tool for corporate management that assists managers and employers monitor and evaluating the work of their employees. The goal of performance management is to create a healthy environment for the employees to work in where they can perform to the best of their abilities and work effectively and efficiently to produce work of the highest quality. Performance management programs contain universal elements such as making sure employee activities are aligned with the mission and goals of the company, developing specific outcomes of job performance, creating performance-based expectations that are measurable, defining plans for job development, and evaluating progress regularly. Different approaches can be taken for the management and enhancement of employee performance and each has its strengths and weaknesses (Armstrong, 2017). In this context, punitive approaches such as rewards, penalties and disciplinary procedures are the more traditional approaches to disciplining employees and enhancing their performance which make use of positive reinforcements and tangible rewards as well as punishment to modify employee performance and behaviour and this has the strengths of speed and deterrent effect, that is demonstrating rapidly

transformative outcomes while their weaknesses are lacking in a holistic analysis of the underlying reasons for the poor performance of the employees, being too impersonal, inability to elicit employee engagement and producing undesirable outcomes. On the other hand, collaborative approaches for performance management like conducting negotiations, coaching, counselling, effective leadership development, and improving workplace design and employee experience that humanizes the company culture and creates a work environment where the people are enabled to perform to their maximum capacity and work together to achieve the shared goals of the organization, and this approach has the strengths of empowering the employees, being supportive and fair, encouraging continuous improvement and improving employee commitment, while are the weaknesses are being too time-consuming, being skills dependent and requiring too many resources (Hutchinson, 2013).

Contemporary innovations in performance management involve monitoring and recording, call recording, video surveillance, acquiring productivity data, acquiring customer feedback, measuring work pace and online remote monitoring for assessing work quality. Organizations are also seen to adopt management strategies for attendance and underperforming staff members. There are debates about the ethical issues of using technologies such as this to facilitate, monitor and predict employee performance at work. For some people, the day-to-day monitoring and documenting of the work of the employees simply do not sit right, because, for some, the use of technologies such as productivity tracking software is fundamentally at odds with the company culture or the experience the organization is trying to offer its workforce, but for others, there are acceptable ways of using such technologies that would manage unsatisfactory performance in a lawful, ethical and effective manner. The importance of distinguishing between the different types of software and technologies being used by companies for performance management should be stressed because it is the company's ultimate goals that justify the means adopted (NINO, 2018). For example, if the company is simply trying to track employee productivity because it is worried that individual employees are not being as productive and not performing as well as they did before the pandemic, it can use technologies that specialize in productivity tracking. But if a company is interested in understanding the employees better and identifying the obstacles they might be facing while remote working, and is interested in enhancing employee engagement, overall experience and well-being, then such tracking technologies can help the organization managers identify the problems of the workforce and duly rectify them. A

company can also justify the use of technology to monitor the employees by saying that they are interested in improving communication and connectivity between the workers and the managers so that the workforce can be supported by the organizational managers and leaders whenever necessary so that they can improve their performance (Suh *et al.* 2018).

Regardless of the intention of the companies, the usage of technologies for monitoring individual and team performance is increasing and many executives around the world are reporting positive outcomes and experiences. However, it is also acknowledged by employers that the companies not only have to bear the actual cost of implementing such technologies in their organizations, but there are other costs such as the relationship between managers and employees, the cost of financial risk of handling staff data appropriately and legally, and the cost of reputational risk. Monitoring employees give the impression that the organization does not trust the employees which can negatively affect company culture and create an environment of mistrust. The financial risks pertain to legal and financial troubles that come with not abiding by data security and privacy regulations and incurring cybersecurity risks (Konovalova and Mitrofanova, 2021). While the reputational risks involve the clients and customers getting uncomfortable on behalf of the employees because the monitoring tools and technologies can appear to be very intrusive. Researchers say that transparency is critical in this regard. The three steps that can be taken for successfully using technologies and software for effectively managing the performance of the workforce involve making the employees aware that they are being monitored and recorded, explaining to them what aspect of their life or organizational activities are being tracked and what it will be used for or not used for, and making sure that they are on board with the decisions being taken regarding the use of their data. The management team have to carefully communicate with the employees regarding why they are implementing the monitoring technologies within the organization and experts advise that committing to a level of radical transparency is essential for successfully implementing technology for performance management (Haesevoets *et al.* 2021).

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