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Executive Summary

The study has promoted communication skills as one of the vital personal as well as professional skills of Royal Mail's employees. On the other hand, a new HR plan has also been described in the report to get an understanding of how to implement a new HR plan in an organisation. The following article will elaborate on the possibilities and the market strategies of one of the giant parcel companies in the UK. This will also focus light on the strategies and the valuation of the company that will be connected to "Human Resource Management". The maximum outcome of a company and the strategies outcomes and the communication between the company employees and the management is also elaborated briefly. To conclude, this article will also elaborate the certain possibilities and the outcomes the UK-based company will achieve by implementing certain plans in the organisation.

Introduction

The parcel industry in the UK has evolved as one of the major workforce departments in the modern era. This industry has produced a maximum number of labourers on the land and in rural and urban areas in the UK. The major companies that are competing to produce major human resources in the UK are also facing major work-related issues to conduct the maximum labour force. 'Royal Mail' is a company that has a reputation in the UK to work in the major parcel industry. The company has produced some of the best work schedules and the major working labour across the country. However, the company is facing some major human resource challenges that can be challenging for the company to work in the future. The challenges that the company is facing are lowering the brand reputation and creating some major changes in the organisation. This needs to be identified and solved in a short time span to produce maximum outcomes for the industry.

Major HR or "Human Resources challenges"

Recruitment, Retention & Motivation challenges

Recruitment challenges are one of the major challenges that the parcel industries are facing in the recent times. The "Royal Mail" UK is one of the most decorated and organised parcel companies in the UK. Along with the "national postal service" tagline, the company has evolved as one of the most circulated companies in the UK. For instance, the company terminated around 700 managers after the omicron variant of the corona virus appeared (Theguardian.com, 2023). However, the company has also faced some of requirement issues that are concerning the organisational heads. As per the views of Tassinari & Maccarrone (2020, p.45), companies that are facing some major issues have certain HR departmental issues also which are being prioritised the most. Recent data have also suggested that the company employees are lacking motivation strategies also which are devaluating the existing company employees and thus degrading the company's future strategies.

Leadership development

The leadership development issues consist of some major elements that are causing the maximum harm in any organisation. This certain issue consists of "perfect installation of pride", "providing less amount of support", "ineffective engagement with the employees" and "lack of knowledge to lagged a team". The Royal Mail Company has recently faced some of the above-mentioned issues with the company which are affecting the company's HR department and thus the company's overall structure. Democratic leadership style will enhance the company structure and build the parcel company future ready. As quoted by Zheng *et al.* (2020, p.36), leadership skills determine the overall company development and

constitute the basic structure of the company. Lack of leadership skills is causing the Royal Mail Company the deduction of stakeholders which is followed by the devaluation of the company revenue. This is also creating major problems in the company's development in the future as well.

Corporate culture

The culture of the organisation means how effectively the company has handled the company management and the employees. This also means the reputation which the company has for handling the external and internal businesses within the specific business market. Royal Mail as a UK based company has developed a certain reputation which is affected by the unimpressive corporate culture which the company is facing recently. As quoted by Gagné *et al.* (2021, p.162), the lack of corporate reputation and the relationship between the company employees and the company business structure will cause major resource problems in the upcoming generation which will affect the company structure and future development. Royal Mail, facing issues like reducing the number of employees, staff and managers and less retention and opportunities in the company is causing the damage that will affect the company's overall reputation in the UK market and in the global market as well.

Critically analysing, reviewing and planning resources

Personal development has been defined as a process of developing personal skills such as “communication”, “leadership”, and “behaviours” by an individual. As per the views of Shanafelt (2019, p.160), personal development has been recognised as part of the organisational development of employees. In the context of a parcel delivery organisation, employees have to improve their self-behaviour and motivational attributes to meet the organisational objectives of Royal Mail. It has been observed that the company has around 160000 employees in 2022 (Statista.com, 2023). Managing this huge number of employees has been promoting difficulties for the HR department of the organisation. As opined by Islam *et al.* (2020, p.323), the HR department often shows negligence in their work due to the vast number of employees in an organisation. On the other hand, employees of Royal Mail can improve their personal skills to get a competitive advantage in the organisation. In addition, Royal Mail has required certain specific personal skills from its employees.

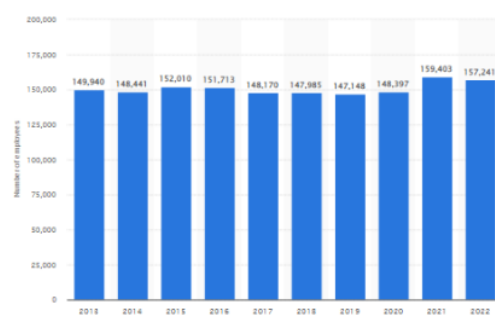


Figure 1: Number of employees in Royal Mail

(Source: Statista.com, 2023)

Time management skills have been considered the primary personal skill that is required to be a part of Royal Mail. As per the views of Vasanthakumari (2019, p.67), time management skills can help employees to understand the process of solving vital problems within a limited time span. Besides this, the parcel delivery system has revolved around the concept of delivering accurate parcels to accurate addresses within a short period. Without effective time management skills, the employees have to face difficulties to deliver vital parcels within a quick deadline. This has negatively impacted the reputation of the company and provided other parcel delivery organisations with a competitive advantage. On the other hand, Kimble-Hill *et al.* (2020, p.3393) have provided that time management skills can be improved by dividing whole tasks into small segments and planning every small task with a time frame of completion. In addition, this tactic can help the employees of Royal Mail to improve their time management skills.

Improvement of communication skills has also been recognised as one of the personal as well as professional development qualities. As per the views of Ali & Anwar (2021, p.25), employees of parcel delivery organisation has to portray great skill in communication. Without effective communication skills, customers can get detached from the positive experience of the delivery system and the effectiveness of positive behaviours towards them. On the other hand, the effectiveness of positive behaviour has increased the retention rate of customers which means more customers ordering the services of Royal Mail and sending vital parcels through the system of the company. Furthermore, it can also be said that effective communication skills of employees have been helping the operational functionality of the company due to their enhancement of problem-solving skills with the help of communication skills. In addition, these personal and professional development qualities

have been promoted in Royal Mail which has helped the employees on the way to self-improvement and meet the organisational goals as well.

Formulating the human resource plan for an area

This section has been promoting an HR plan for improving the communication skills of employees in the desk management works of Royal Mail.

Objectives

The improvement of communication skills has promoted objectives such as improving the knowledge of cultural diversity among the employees, practising regular meetings with time frames and providing training to the employees from professional speakers. As per the views of Elrehail *et al.* (2019, p.130), cultural diversity among employees has been considered the main challenge which has been restricting the operational advancement of most organisations. On the other hand, the above discussion has promoted that Royal Mail has around 160000 employees which is a very large number. The implementation of the training programme has been providing a critical challenge to the company. On the other hand, the self-improvement of communication skills can also be incorporated as an objective.

Gaps in the current plan

It has been found that Royal Mail has been currently focusing on improving the safety measures of the employees. However, the company has no specific plan for developing great communication skills among the employees. As opined by Newman & Ford (2021, p.50), the effectiveness of communication skills has most often been neglected by organisations. On the other hand, the HR strategy of Royal Mail has been revolving around the concept of evidence-based and metrics-driven approaches. These approaches have been helping the organisation to understand the current situation of employees and their satisfaction rate with the company. The company can formulate an effective communication enhancement plan with the help of both evidence-based as well as matrices-development approaches.

Formulating and Implementing the Plan

The formulation process of the new HR plan can be done by the company with multiple strategic moves. “Reviewing organisational design”, “analysing other models”, and “feedback from employees” have been recognised as some critical activities which have to be taken into account before formulating an effective HR plan. On the other hand, Rodríguez-Sánchez *et al.* (2020, p.17) have stated that the organisational working aspects of any company have been promoted as the primary factors in the formulation of a new HR Plan. Royal Mail has to provide effective sessions for its employees to develop an understanding of cultural diversity among them. On the other hand, the new plan can include employee

training modules, behaviour-changing activities and restrictions on using any type of discriminatory words in the workplace.

The implementation process can elevate more challenges for Royal Mail. the implementation process can bring massive cultural change in the organisation's working ways. As opined by Haque & Oino (2019, p.180), significant change in the working aspects of an organisation can create difficulties related to employee retention. The effectiveness of communication skills can be enriched by the company with the help of this new plan. Royal Mail has to implement the new plan in specific sections of the organisational departments. For instance, the company can first implement it in the collecting department and then slowly implement it in every section of the organisation.



Figure 2: “Human Resource Plan”

(Source: Elrehail *et al.* 2019, p.130)

Identifying staff requirements, as well as reason for change

Technical expertise

Technical and the implementation of the technicalities is what any company needs to ensure to minimise the requirements of the staff. This procedure will help the company and the subordinates with maximum help by providing technical priorities towards human resources. According to Kayikci *et al.* (2022, p.315), implementing modern-day technology with the help of genuine expertise will help the management staff with maximum growth in future investment. Hiring technical support for the RM (Royal Mail) will help the employees of the companies with maximum benefits and outcomes for the future. For instance, using

programming languages in the technical area and data analysis tools will benefit the employees of the RM to regain the utmost outcome from the technical point of view.

Professional experts

“Interpersonal skills”, which means the communication and motivational efforts of the HR department of any certain company, will boost the confidence of the company employees and staff. In the views of Kornelakis & Petrakaki (2020, p.294), problem-solving skills in any company and the management will help the management issues and thus will follow maximum profit for the staff. RM management needs to allow the maximum organised and delegations towards the staff community of the company which will increase the maximum valuation of the HR department across the parcel industry of the UK. Along with this, the staffs of RM also need expertise in problem-solving skills and improved decision-making skills which will allow the customers to connect to the parcel company.

Training programme

Identifying the staff needs and meeting with the management queries of the company will also include the perfect training programme for the employee's secretion. Every industry needs certain training programmes for the employees, to increase the development part of the company staff. As mentioned by Killip *et al.* (2020, p.251), every industry needs certain kinds of training programmes to evaluate modern problems with the perfect solutions for the problem. RM needs to organise such training programmes for the employees which can include the “Technical training programme”, “parcel binding programme” and “customer updating programme” which will ensure the company the best possible outcome for the future generation. Providing the best training programmes will also increase the work ethic of the company, thus developing the best resources for the industry as well.

Using of modern technologies

Using modern technologies for the existing company will also help the staff to regain maximum solutions in their work life. For instance, using modern technologies in the work sector which can be linked with the parcel industry like modern machinery, improved and modern computing systems and also providing modern technology in the transporting system will help the company with maximum outcomes in the delivery section of the industry giants in the UK.

Developing the resource planning

Skill	Rating	Skill Strength	Strategy	Importance
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Leadership	5 out of 5	<ul style="list-style-type: none"> Identifying strengths and weaknesses of the employees Determining goals for future development 	By conducting more training sessions and building communication the management	Will increase the company valuation in the current market
Adaptability	4.5 out of 5	<ul style="list-style-type: none"> Developing the growth mindset in the worker's group Asking for feedback from the customers 	By conducting skill training for the employees	Will synchronise with the current market environmentally and build the market chain accordingly
Critical thinking	4 out of 5	<ul style="list-style-type: none"> Develop foresight of the employees Asking relevant questions to the customers as well as the management 	By building strong communication system and engaging more with the customer's	Will to increase the future strategies and plans for the company
Negotiation	5 out of 5	<ul style="list-style-type: none"> Practice and study negotiation skills improvement of the employees Compare the leverage of the customers 	By evaluating the concepts of the market and delivering the best management module to the employees	Will help to generate more money through supply chain

Figure 1: Resource planning

(Source: created by author)

Analysis

The above explanation consists of the major working structure which the RM needs to focus on to achieve the maximum parcel market revenue of the UK as well as gain most outstanding from the industry. The above plan will increase the employee's section as well as the HR department's strengths to gain supply chain profit margins as well.

Construction of effective process for managing talents

Employment Motivation

Motivating the employees in accordance to gain the maximum outcomes for the company is always the main focus for the HR department. As stated by Fasbender *et al.* (2020, p.221), the main focus for any company needs to be motivating the company employees as much as possible to develop the work culture and scheduled work ethics in the company. RM needs to follow the basic rules to capture the best practices of the employees to regain the best place in the market. The organisation needs to reward the employees in occasional times which will encourage the employees to do the best work in the field of delivering items and updating the customers within time. Introducing rewards and incentives will also be helpful for the company employees.

Increase employee retention rate

Hiring the best employees from the working class group of the UK will also be a good strategy for RM management. HRM of the organisation needs to focus on giving employment to the best candidates for the parcelling job to capture the target market with the most revenue on the table. As stated by Sani *et al.* (2023, p.650), increasing the best employees for any organisation will deliver the most results as per the market. However, as mentioned earlier, the Royal Mail of UK has resigned almost 700 managers from the company, which has devalued the company's reputation to some extent. Therefore, the HRM of the existing company needs to hire more profound managers and certain employees for the company to regain the decreased reputation, thus creating headlines in the UK.

Listening to the employee's problems

Listening to the employees and building strong communication with the employment chain will build the most trusted relationship between the management and the working group of RM. In the views of McCarthy & Milner (2020, p.160), listening to the employees and building a strong relationship with the lower authority of any major company will increase the company's reputation and thus create a valuation and thoughts of the company management. Listening to the staff and building some momentum in the supply chain will be beneficial for the RM authority. Conducting some incentive plans for the employees and

giving the employees space to deliver their gaps within the company will allow the management to conduct the most effective framework for the company.

Major components of employment law

Equality Act 2010

“The equality act” of 2010 ensures the individuals of the UK and in the workplace of the UK industries legal protections and decentralises discrimination from the working class people. This law also suggests creating a value chain in the working group of people to ensure a healthier workplace environment (Gov.uk, 2023). This act also suggests that the workplace scenario and the environment of the workplace will maintain maximum security for the employees of the organisation. RM needs to concentrate on certain plans and organise a basic structure in accordance with the plan to deliver the maximum outcome for the staff of the company. As quoted by Dixon *et al.* (2020, p.258), the workspace scenario will be depending on the legal and social structure of the industry and following the law bounding to it will ensure the maximum success for the company. HRM also depends on the working environment and the scheduled work orientation that the company has within the industry. RM and the management staff of the company will be benefited from the perfect implementation of the above law to deliver the maximum working space for the existing company environment.

Employment Act 1996

The Employment Right Act of 1996 ensures the employees of the company sustain in a bigger picture in the industrial zone. As quoted by Wiß & Greve (2020, p.455), any industry that follows the work schedule with the perfect guidelines will achieve profits which will help the organisation and the working-class people as well. This also suggests that the employees from the UK will get a maximum valuation from the industries and the business organisations (Netlawman.co.uk, 2023). This also indicates the binding laws that the employee will follow and the organisational concepts as well. RM needs to capitalise on these laws in the company to ensure maximum benefits for the employees. This will certainly impact the work profile and the business module of the company. The HR management of the company needs to focus on the promotion of the laws that the ERA (Employment Right Act) provides to maximise the supply chain of the company which will connect to the working employees of the organisation. According to Van Buren III *et al.* (2020, p.810), capitalist society and connected industries need to follow the basic laws that the country has made for the benefit of their working group. These laws will help the company to implement business laws to the organisation as well as the management rules to equal the success of the rival companies.

Promoting positive relationship, as well as best practice

Modelling the behaviour

Major behavioural changes in the company infrastructure will help any company to retain the best possible practices in the organisational module. As quoted by Carrington *et al.* (2021, p.221), good behaviour and understanding between the company employee and the HR department will benefit the company's structure and growth in the future sector. Royal Mail needs to cooperate with the best possible behaviour in the organization which will sustain the company and improve the company infrastructure and make certain understandings that the company will grow sustainably in the HR department. Along with this, the company also needs to capitalise on recruiting the best possible employees for future benefit.

Showing genuine care towards the employee

Showing care towards the employees and the management with rational links between them will increase the work value and good HR development criteria in any organisation. Maximising the human resource in any company would deliver the most benefit to the company and the organisation in the long run of the company. Royal Mail needs to capitalise with maximum care towards the organisational employees as well as the stakeholders and other participants of the company to deliver maximum outcomes in the future. This will also increase the valuation of the company and deliver maximum resources to the human resource department.

Building the relationship

Maintaining good relationships with the management and the employees of the company also needs to be marginalised as the relationship will cover the major parts of the company structure. As quoted by Charalampous *et al.* (2019, p.62), building good relationships between the company workers and the HR department will increase and develop trust among the company employees which will help gather more connections towards the company employees. Delivering goods with proper packaging and delivering the best possible update to the customers needed the best possible relationship between the employees and the management which will directly increase the HR resource of the company.

Conclusion

Royal Mail as one of the most trusted companies in the UK needs to understand the current parcel market conditions and apply strategies accordingly. The current UK market is needing the best conditions and the outsources for the improvement of the existing company. The strategies and develop skills which are connected with the current market are needed to maintain a strategic way to conduct the solution of the HR management of the Royal Mail.

The above-mentioned strategies will increase the supply chain and also help the company to gain the maximum profit margins compared to the rival companies in the UK parcel industry.

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