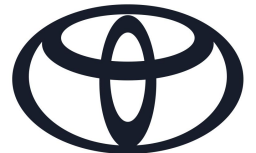


Workforce Action Plan for Toyota

Addressing Skills Shortages and Building Sustainable Performance

Welcome to my presentation on developing a workforce action plan for Toyota, focusing on talent and addressing skills shortages. Today, we will explore HRM strategies aimed at achieving sustainable performance within the organization.

Presented By: Nilima Akther



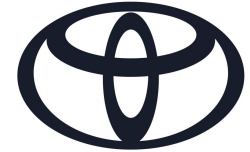
Vision for Toyota's Workforce

- Enhance recruitment processes
- Improve employee engagement and motivation
- Develop internal talent and leadership pipelines
- Create a sustainable and resilient workforce



Our vision for Toyota's workforce encompasses several key objectives: improving recruitment processes, improving employee engagement and motivation, developing internal talent and leadership pipelines, and creating a sustainable and resilient workforce. These goals are essential for maintaining Toyota's competitive edge in the automotive industry.(Toyota, 2023)

Recruitment and Selection Practices



Strengths:

- Streamlined processes through technological integration
- Robust employer brand
- Partnerships with educational institutions

Challenges:

- Limited diversity in technical roles
- Difficulty attracting candidates for advanced technological positions

Toyota's recruitment and selection practices exhibit notable strengths, including streamlined processes through technological integration, a robust employer brand, and established partnerships with educational institutions. (Randstad, July 2023)

1. Reference: Randstad. (05 July 2023). *5 HR trends automotive firms need to follow*. Retrieved from <https://www.randstad.com/workforce-insights/talent-acquisition/5-hr-trends-automotive-firms-need-to-follow/>

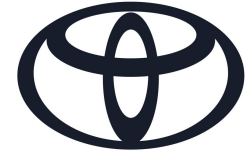
Employee Engagement and Retention

- Increase opportunities for professional growth
- Develop flexible working arrangements
- Enhance reward and recognition programs
- Implement mentorship and skill development initiatives
- Conduct regular employee satisfaction surveys



Implementing mentorship and skill development initiatives, along with conducting regular employee satisfaction surveys, will further support these efforts.(TMI, 2024)

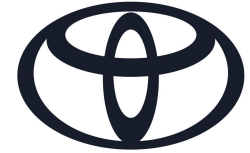
1. Reference: TMI. (2024). *Toyota's Winning Formula for Employee Engagement*. Retrieved from <https://www.tmi.org/blogs/toyotas-winning-formula-for-employee-engagement>



External Influences on HRM Practices

- Technological advancements in manufacturing
- Geopolitical changes affecting skilled migration
- Evolving employee expectations regarding work-life balance

Several external factors impact HRM practices at Toyota, including technological advancements in manufacturing, geopolitical changes affecting skilled migration, and evolving employee expectations regarding work-life balance. To address these challenges, implementing reskilling programs and partnering with technical institutions to nurture future talent are viable solutions.(TurboHire, may 2024)



Internal HRM Practices

Decentralized HR structure

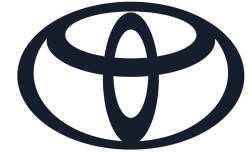
Focus on continuous improvement (Kaizen)

Recommendations:

- Develop centralized tracking systems for skill gaps
- Invest in HR analytics for data-driven decision-making

Toyota's internal HRM practices feature a decentralized HR structure and a focus on continuous improvement, known as Kaizen. To enhance efficiency, we recommend developing centralized tracking systems for identifying skill gaps and increasing investment in HR analytics to inform data-driven decision-making. (Kilpatrick Executive, November 2023)

1. Reference: Kilpatrick Executive. (28 november 2023). *Automotive industry: what is the HR Department's Role*. Retrieved from <https://www.kilpatrickexecutive.com/the-role-of-hr-in-the-automotive-industry/>

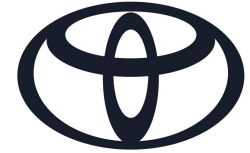


Workforce Action Plan

- Develop partnerships with universities for specialized courses
- Launch apprenticeship and internship programs targeting underrepresented groups
- Invest in advanced training for current employees
- Create a centralized database for tracking employee skills and performance
- Implement flexible policies to attract a diverse workforce

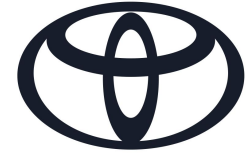
Our proposed workforce action plan includes developing partnerships with universities for specialized courses, launching apprenticeship and internship programs targeting underrepresented groups, investing in advanced training for current employees, creating a centralized database for tracking employee skills and performance, and implementing flexible policies to attract a diverse workforce.(WorkingNation, 2023)

1. Reference: WorkingNation. (2023). *Toyota workforce program lands skilled techs at the dealerships*.
<https://www.workingnation.com/toyota-workforce-program-lands-skilled-techs-at-the-dealerships/>



Recent Developments in Toyota's HR Policies

- Emphasis on Strengthening Employee Development Programs
- Expansion of Career Advancement Opportunities
- Integration of AI and Automation in HR Processes
- Initiatives to Foster a Culture of Innovation and Collaboration
- Investment in Global Leadership Programs
- Focus on Enhancing Employee Well-Being and Mental Health Resources



Conclusion

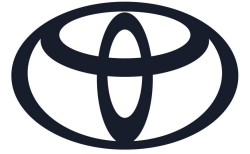
- Addressed Toyota's workforce challenges
- Proposed strategies for recruitment, engagement, and retention
- Presented a comprehensive workforce action plan

In conclusion, we have addressed Toyota's workforce challenges and proposed strategies for recruitment

References:

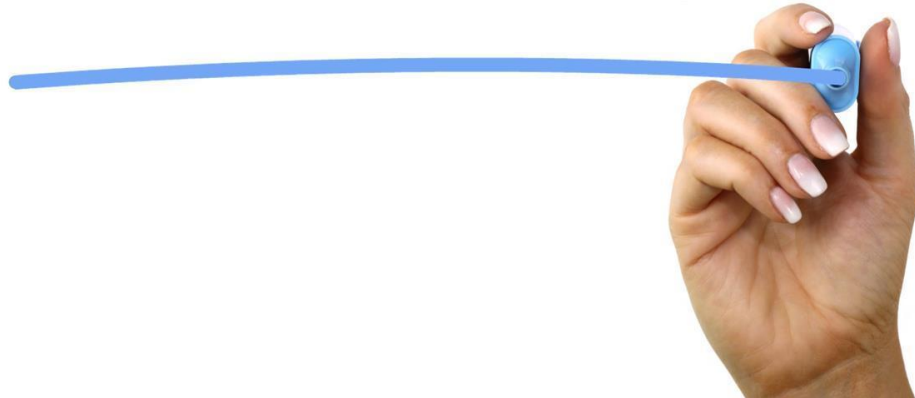
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2. Randstad. (n.d.). *5 HR trends automotive firms need to follow*. Retrieved from <https://www.randstad.com/workforce-insights/talent-acquisition/5-hr-trends-automotive-firms-need-to-follow/>
3. TMI. (2024). *Toyota's Winning Formula for Employee Engagement*. Retrieved from <https://www.tmi.org/blogs/toyotas-winning-formula-for-employee-engagement>
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6. WorkingNation. (2023). *Toyota workforce program lands skilled techs at the dealerships*. Retrieved from <https://www.workingnation.com/toyota-workforce-program-lands-skilled-techs-at-the-dealerships/>

Q&A



Ready to Take Question from Audiences.

QUESTIONS



Prepared By: Nilima Akther

Prepared For Brit College

Student ID: H1006633

Part B: Employee Engagement

Word Count: 1157

I certify that the work submitted for this assignment is my own. Where I have used the work of others to support my work, I have acknowledged all credits. I have identified and acknowledged all sources used in this assignment and have referenced according to the Harvard referencing system. I have read and understood the Plagiarism and Collusion section provided with the assignment brief and understood the consequences of plagiarizing.

Signature: Nilima Akther

Date: 11-01-2025

Introduction

Employee engagement plays a significant role in organizational success, especially in an established global company like Toyota. Engaged employees are highly motivated, loyal and

productive. This document demonstrates effective HRM practices that line managers and senior managers can adopt to enhance engagement and retention at Toyota. By focusing on requirement, performance management and professional development Toyota can foster an engaged workforce that will contribute to the company's continued success.

Understanding Employee Engagement

Employee engagement is defined as the emotional connection employees have with their work and organization, which impacts their behavior and performance (Kahn, 1990). Engaged employees are more likely to contribute to the organization's success, showing enthusiasm for their roles and the company's mission (Saks, 2006). In contrast, disengaged employees tend to exhibit lower productivity, leading to higher turnover rates (Gallup, 2020).

The Importance of Employee Engagement

Employee engagement has several benefits for organizations, particularly in relation to performance and retention:

- **Increased Productivity:** Engaged employees tend to go beyond the minimum expectations, contributing more to organizational goals (Harter et al., 2002).
- **Higher Retention:** Engaged employees are more likely to stay with the company, reducing turnover costs and the loss of skilled workers (Crawford et al., 2010).
- **Improved Customer Satisfaction:** Engaged employees are more motivated to offer excellent customer service, leading to higher customer satisfaction (Bakker & Demerouti, 2008).
- **Organizational Growth:** Engaged employees are key drivers of innovation and growth, helping the company stay ahead of competitors (Schaufeli & Bakker, 2004).

Key HRM Practices for Enhancing Engagement

Recruitment

Recruitment practices at Toyota should focus on selecting candidates who not only have the necessary skills but also align with the company's values and culture. A strong cultural fit leads to better engagement, as employees are more likely to feel connected to the organization's mission (Kristof-Brown et al., 2005).

- **Advantages:** Cultural fit can lead to higher job satisfaction and retention (Schmidt & Rosenberg, 2014).
- **Disadvantages:** An excessive focus on cultural fit can reduce diversity, limiting innovation (Zhang et al., 2014).

Performance Management

Effective performance management involves setting clear expectations, providing regular feedback, and recognizing achievements. This process helps employees understand their roles and align their efforts with the organization's objectives (Aguinis, 2009). Managers should offer both positive reinforcement and constructive feedback to foster continuous improvement and engagement.

- **Advantages:** Clear performance expectations and feedback can improve employee performance and engagement (Aguinis, 2009).
- **Disadvantages:** If performance management is not executed effectively, it can lead to stress and dissatisfaction (DeNisi & Pritchard, 2006).

Professional Development

Investing in the development of employees' skills is essential for long-term engagement. Providing training programs and opportunities for career advancement not only enhances employees' capabilities but also demonstrates the organization's commitment to their growth (Noe, 2017).

- **Advantages:** Employees are more engaged when they perceive opportunities for career advancement (Bakker & Demerouti, 2008).
- **Disadvantages:** Training programs require significant investment, which may not always yield immediate results (Noe, 2017).

Best Practices and Examples of Engagement

Several companies have successfully implemented practices to engage their employees. For example:

- **Google:** Google's commitment to employee well-being, flexibility, and internal career development has resulted in a highly engaged workforce (Schmidt & Rosenberg, 2014).
- **Zappos:** Zappos focuses on creating a positive and inclusive company culture, empowering employees, which has contributed to high levels of engagement and satisfaction (Hsieh, 2010).

These examples illustrate that when companies invest in employee engagement initiatives, they can foster loyalty, improve performance, and build a supportive work culture.

Tools for Improving Employee Engagement

Engagement Surveys

Engagement surveys allow managers to gather feedback directly from employees about their job satisfaction, workplace conditions, and overall engagement. These surveys provide valuable insights that can help refine engagement strategies (Shuck & Wollard, 2010). Regular surveys also demonstrate to employees that their opinions are valued and considered in decision-making.

Regular Feedback

Providing consistent, actionable feedback is key to maintaining employee engagement. Managers should implement regular one-on-one meetings to discuss goals, challenges, and achievements. This feedback loop ensures that employees feel supported and encouraged in their roles (London, 2003).

Recommendations for Retention

To improve employee retention, Toyota should:

1. **Foster Work-Life Balance:** Offering flexible working arrangements can improve job satisfaction and reduce turnover (Baruch, 2000).
2. **Recognize Achievements:** Celebrating milestones and acknowledging contributions fosters a sense of value and belonging (Crawford et al., 2010).
3. **Provide Growth Opportunities:** Clear career progression pathways will encourage employees to stay with Toyota long-term (Jiang et al., 2012).
4. **Offer Competitive Compensation:** A competitive benefits package, including health insurance and retirement savings plans, can increase employee loyalty (Kooij et al., 2010).

Conclusion

Engaging employees at Toyota is a key factor in driving organizational success. By focusing on HRM practices like recruitment, performance management, and professional development,

Toyota can build a more motivated, productive, and loyal workforce. Implementing the tools and strategies outlined in this document will support a positive and engaged workforce that drives long-term organizational performance.

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