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5HR02

TALENT MANAGEMENT AND WORKFORCE PLANNING



CIPD
Approved centre

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Part 1: Learning Journal

What are some of the areas or a specific area of talent management and workforce planning that interest of you?

1. Strategic employee planning
2. Recruiting
3. Retention
4. Learning and development
5. Compensation / reward



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AIMS

1. To explore the impact of effective workforce planning in considering the impact of the development of diverse talent pools.
2. To review how to contract and onboard the workforce.
3. To analyse the potential cost to the organisation if this is poorly managed and the tools and interventions required to mitigate this risk.
4. To apply theory in practice – embed your learning in the context of your role.

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Learning Outcomes

LO 1 - Understand key contemporary labour market trends and their significance for workforce planning.

- 1.1 Explain how organisations strategically position themselves in competitive labour markets.
- 1.2 Explain the impact of changing labour market conditions on resourcing decisions.
- 1.3 Discuss the role of government, employers and trade unions in ensuring future skills needs are met.

LEARNING OUTCOME 1

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Learning Outcomes

LO 2 – Understand the purpose and importance of workforce planning.

- 2.1 Analyse the impact of effective workforce planning.
- 2.2 Evaluate the techniques used to support the process of workforce planning.
- 2.3 Explain approaches to succession and contingency planning aimed at mitigating workforce risks.
- 2.4 Assess the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.

**LEARNING
OUTCOME
2**

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Learning Outcomes

LO 3 - Understand the purpose and impact of effective talent management.

- 3.1 Examine turnover and retention trends and the factors that influence why people choose to leave or remain.
- 3.2 Compare different approaches to developing and retaining talent on an individual and group level.
- 3.3 Evaluate approaches that an organization can take to build and support different talent pools.
- 3.4 Evaluate the benefits of diversity in building and supporting talent pools.
- 3.5 Explain the impact associated with dysfunctional employee turnover.

**LEARNING
OUTCOME
3**

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Learning Outcomes



LO 4 - Understand the importance of managing contractual arrangements and effective onboarding

4.1 Assess suitable types of contractual arrangements dependent on specific workforce needs.

4.2 Differentiate between the main types of contractual terms in contracts.

4.3 Explain the components and benefits of effective onboarding.

LEARNING
OUTCOME
4

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Assessment Scenario

- You work for a large organisation that has just completed a restructure of its people function.
- You work in the resourcing team having previously specialised in employment relations.
- Your new manager is an experienced resourcing specialist and is delivering a webinar at a forthcoming CIPD branch event. The event is popular, with many bookings made. When participants make a booking, they are asked to include questions they would like answers to.
- Your manager is keen to develop your knowledge of talent management and workforce planning and has asked you to prepare full written answers to the 15 questions the participants have raised.



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Assessment Scenario Cont'd

- The questions are varied, and you want to impress your new manager with your answers as well as your ability to independently research any areas you are unfamiliar with.
- The questions will be answered during the webinar, so it is important your answers are focused, clear and concise.
- In addition, you should make appropriate use of academic theory and practical examples to expand your responses and illustrate key points.
- Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.
- To help the reader, please make use of headings and assessment criteria references to signpost the assessment criteria being addressed.

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TASK


REPORT – CASE STUDY

WORD COUNT
3900 WORDS
(+ / - 10%)

HARVARD REFERENCING (MANDATORY)

FOCUS ON THE COMMAND VERBS
ASSESS, ADVISE
COMPARE, CHOOSE, DISCUSS,
EXPLAIN, EXAMINE, EVALUATE,
IDENTIFY, SUMMARISE, ETC.







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LEARNING OUTCOME 1


Understand Key Contemporary Labour Market Trends and their Significance for Workforce Planning





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A.C.1.1
EXPLAIN HOW ORGANISATIONS STRATEGICALLY POSITION THEMSELVES IN COMPETITIVE LABOUR MARKETS.




- BRIEFLY EXPLAIN WHAT A COMPETITIVE LABOUR MARKET IS.
- EXPLAIN HOW ORGANISATIONS POSITION THEMSELVES IN ORDER TO BE ABLE TO COMPETE IN THIS MARKET.
- YOU SHOULD CONSIDER COMPETITOR ANALYSIS, EMPLOYER OF CHOICE AND EMPLOYER BRANDING IN YOUR ANSWER.

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Competitive Labour Market: Defined

- **Labour market:** The labor market, also known as the job market, refers to the supply of and demand for labor, in which employees provide the supply and employers provide the demand. It is a major component of any economy and is intricately linked to markets for capital, goods, and services.
- Employers compete to hire the best, and the workers compete for the best satisfying job
- What are the labour market conditions in your industry and region?



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Competitor Analysis

- **Competitor Analysis** – is a strategy that involves researching major competitors to gain insight into their products, sales, and marketing tactics.
- **Benefits:**
 - Implementing stronger business strategies
 - To protect against competitors, and
 - Capturing market share



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Competitor Analysis Cont'd

Feature/Company	Our Product	Competitor 1	Competitor 2	Competitor 3	Competitor 4
Strengths	Faster performance due to new technology	Seamless onboarding experience, great design	Uses social media to their advantage	Great design, usability	Emphasizes security
Weaknesses	Not much social media presence	Not much interaction with customers	Documents hard to navigate	Sporadic social media presence	Language is formal, not user-friendly
Pricing	\$800 per month	\$800 per month	\$900 per month	\$850 a month	\$950 a month
Social media	Twitter, Instagram	Blog posts, Twitter	Blog posts, Instagram	Blog posts, Instagram, Twitter	Blog posts
Onboarding experience	Moderate number of steps to sign up	Smooth instructions	Not much support after first step	Seamless, very few steps involved	Moderate number of steps

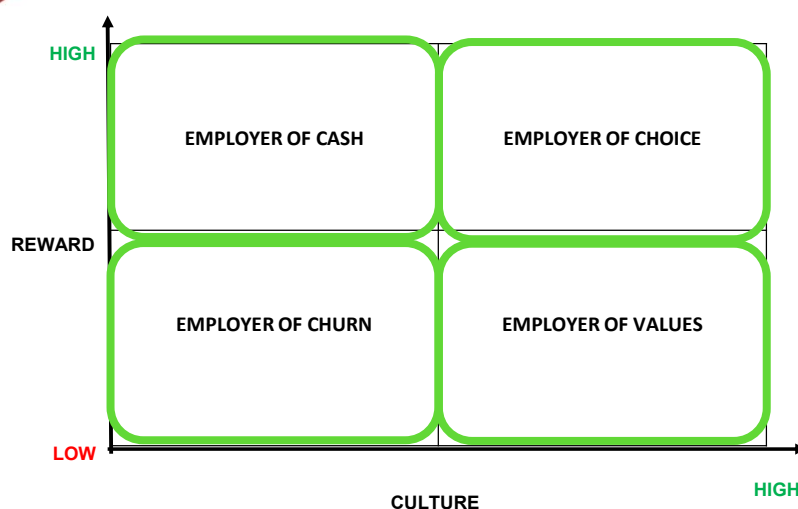
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Strategic Positioning Within The Labour Market

- **Talent war** - The changing landscape of attracting and retaining talent is referred to as the talent war.
Describe the difficulties businesses face in finding and hiring **skilled workers**. Recruitment in many industries is becoming more of a "battle" for top talent as a result of demographic changes and increased demand for specific qualifications.
- **Causes include:**
 - The rise of small and medium-sized businesses increases competition.
 - Job mobility is increasing, and employees are not afraid to explore virtual or international job opportunities.
 - Traditional jobs and positions are less appealing to the younger generation of workers.
- What can your organization do to attract and retain talent?

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The Higgs Model (2004)



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Strategic Positioning Within The Labour Market Cont'd

- **Employer of Choice** - one that delivers a superior employee experience and whom workers choose to work for when presented with other employment choices.
- **Employer Branding** - is essentially how your company is perceived by others, including your current employees. It is the unique "scent" of an organisation.



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A.C.1.1 – Practical Flip Chart Discussion

The Leadership Team has asked for an overview on the following:

- **BRIEFLY EXPLAIN WHAT A COMPETITIVE LABOUR MARKET IS.**
- **EXPLAIN HOW ORGANISATIONS POSITION THEMSELVES IN ORDER TO BE ABLE TO COMPETE IN THIS MARKET.**
- **YOU SHOULD CONSIDER COMPETITOR ANALYSIS, EMPLOYER OF CHOICE AND EMPLOYER BRANDING IN YOUR ANSWER.**

**Refer To The Case Study Context
To Support Your Argument**


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A.C.1.2
EXPLAIN THE IMPACT OF CHANGING LABOUR MARKET CONDITIONS ON RESOURCING DECISIONS

- EXPLAIN THE TWO TERMS 'TIGHT' AND 'LOOSE' LABOUR MARKETS.
- USING PESTLE, IDENTIFY 3 LABOUR MARKET TRENDS (THESE COULD BE GLOBAL OR LOCAL).
- FOR EXAMPLE THE RISE IN FLEXIBLE WORKING ARRANGEMENTS, FEWER OLDER PEOPLE IN WORK, LEGISLATION REGARDING THE HIRING OF LOCAL WORKERS ETC.
- FOR EACH TREND YOU IDENTIFY, EXPLAIN THE IMPACT, THIS TREND HAS ON ORGANISATIONAL RESOURCING DECISIONS
- YOU COULD DISCUSS RECRUITMENT METHODS, RETENTION STRATEGIES, REORGANISATIONS, DEVELOPMENT DECISIONS AND LONG-TERM PLANNING.

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Tight And Loose Labour Markets

- **Tight labour markets** – More jobs available than labour supply available
- **Loose labour markets** – More labour available than demand / jobs available

	DEMAND Jobs available	SUPPLY Labour available
Tight labour market	↑	↓
Loose labour market	↓	↑

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Pestle Analysis



- **What is a PESTLE analysis?**
 - A PESTLE analysis studies the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation.
- **How is it used?**
 - It can be used in a range of different scenarios, and can guide people professionals and senior managers in strategic decision-making. *CIPD (2021)*



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Labour Markets Trends And Impact



LABOUR MARKET TRENDS	IMPACT OF TRENDS
Rise in flexible working arrangements	Improve recruitment and retention methods
Fewer older people in work	Commitment and utilising in consultant roles
Nationalisation	Alignment and compliance with governmental mandates
Millenials – change in demographics	Motivated workforce and Improve processes so everyone's work is more efficient.
Demand for international labour	Increased budgets for international hires
Automation / digitalisation	Improved candidate matching , improved employee productivity and reduced turnover.
Gig work	Project based work / maternity cover
Diversity and Inclusion	Including gender, disability diversity and inclusion
Increase in soft skills	Engaged employees, long term asset to employers.
Work-life balance / well-being initiatives	Increased employer brand value and more productive workforce.
Organisations getting leaner (Cost cutting)	Increased profitability and reduction of expenses. / faster decision making / greater change acceptance and agility
Talent war and increased reward	Ensure competitiveness of the business and greater employee engagement
Globalisation	Diverse workforce, exponential increase in job opportunities

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AC 1.2 - Practical Flip Chart Discussion



Your colleague has asked for guidance on the following – provide an overview:

- **EXPLAIN** THE TWO TERMS 'TIGHT' AND 'LOOSE' LABOUR MARKETS.

- **USING PESTLE, IDENTIFY 3 LABOUR MARKET TRENDS** (THESE COULD BE GLOBAL OR LOCAL).
- FOR EXAMPLE THE RISE IN FLEXIBLE WORKING ARRANGEMENTS, FEWER OLDER PEOPLE IN WORK, LEGISLATION REGARDING THE HIRING OF LOCAL WORKERS ETC.

- FOR EACH TREND YOU IDENTIFY, **EXPLAIN THE IMPACT**, THIS TREND HAS ON ORGANISATIONAL RESOURCING DECISIONS
- YOU COULD DISCUSS RECRUITMENT METHODS, RETENTION STRATEGIES, REORGANISATIONS, DEVELOPMENT DECISIONS AND LONG-TERM PLANNING.

Refer To The Case Study Context
To Support Your Argument

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A.C.1.3 DISCUSS THE ROLE OF GOVERNMENT, EMPLOYERS AND TRADE UNIONS IN ENSURING FUTURE SKILLS NEEDS ARE MET



- **DISCUSS** THE ROLE OF GOVERNMENT IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC SCHEMES OR SUPPORT DOES THE GOVERNMENT PROVIDE?

- **DISCUSS** THE ROLE OF EMPLOYERS IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC INITIATIVES OR ACTIONS DOES THE EMPLOYER PROVIDE?

- **DISCUSS** THE ROLE OF TRADE UNIONS IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC SCHEMES OR SUPPORT DOES THE GOVERNMENT PROVIDE?
- PLEASE USE UK BEST PRACTICE

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The Role Of The Government

- **Developing skills by offering apprenticeships** - someone who has agreed to work for a skilled person for a particular period of time and often for low payment, in order to learn that person's skills
- **Sponsoring educational programmes / professional qualifications to support organisational roles.**
- **Focus on technical skills and further education.**
- **Focus on the development of digital skills.**
- Engaging stakeholders to build a skills development environment – **Upskilling and re-skilling.**

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The Role Of Employers

- Working closely with high schools, colleges and universities, apprenticeships and graduate recruitment programs to develop degree programs that meet the skills of the future
- Internal skills development programs
- Identifying the skills they need and communicating these skills to local education and community partners
- Upskilling your current staff
- Include apprenticeships and traineeships in your recruitment strategy
- Broaden your skills selection, don't just hire graduates
- Keep your future workforce informed and inspired.

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The Role Of Unions

- Providing learners with impartial information and advice on their learning needs and options
- Conducting learning needs surveys
- Helping colleagues get funding for learning
- Work with employers together to design programs that provide employees the opportunity to develop those skills
- Advocate for creating quality training and lifelong learning opportunities.

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A.C.1.3 - Practical Activity Team Briefing

As a Resourcing and Talent Management specialist, you have been asked to outline the following on a team briefing:


- **DISCUSS** THE ROLE OF GOVERNMENT IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC SCHEMES OR SUPPORT DOES THE GOVERNMENT PROVIDE?

- **DISCUSS** THE ROLE OF EMPLOYERS IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC INITIATIVES OR ACTIONS DOES THE EMPLOYER PROVIDE?

- **DISCUSS** THE ROLE OF TRADE UNIONS IN ENSURING FUTURE SKILLS NEEDS ARE MET – WHAT SPECIFIC SCHEMES OR SUPPORT DOES THE UNION PROVIDE?
- PLEASE USE UK BEST PRACTICE

**Refer To The Case Study Context
To Support Your Argument**


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LEARNING
OUTCOME

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Understand the Purpose and Importance Of Workforce Planning



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A.C.2.1
**ANALYSE THE
IMPACT OF
EFFECTIVE
WORKFORCE
PLANNING**

- BRIEFLY DEFINE THE TERM WORKFORCE PLANNING.
- IF EFFECTIVE WORKFORCE PLANNING IS COMPLETED, WHAT WOULD THE POSITIVE IMPACTS BE ON THE ORGANISATION?
- WHAT WOULD THE IMPACT BE IF FORECASTING IS NOT DONE? PROVIDE AN ANALYSIS
- FOR EXAMPLE, WHAT IS THE IMPACT OF A GAP BETWEEN WORKFORCE SUPPLY AND DEMAND?

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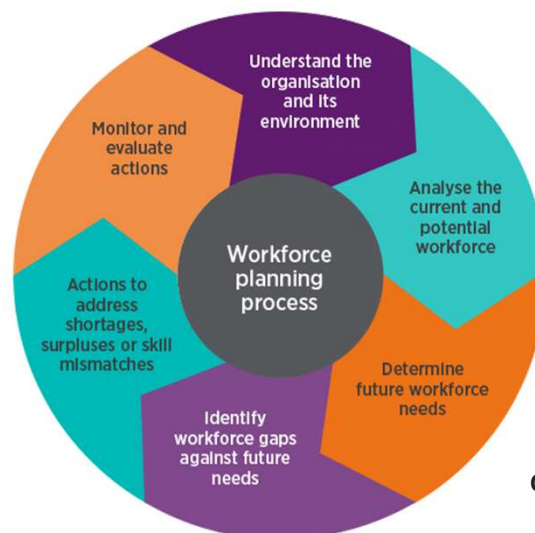
Workforce Planning: Defined



- Workforce planning is ***the process of balancing labour supply (skills) against the demand (numbers needed)***.
- It includes analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan.
- It's about getting the right number of people with the right skills employed in the right place at the right time, at the right cost and on the right contract to deliver an organisation's short and long-term objectives.
- Workforce planning can ***enable sustainable organisation performance through better decision-making about the future people needs of the business.*** CIPD (2023)

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Stages Of Workforce Planning



CIPD (2023)

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The Positive Effects Of Effective Workforce Planning

- It helps you **identify where your organization would benefit** from expanding teams and areas where your employees would benefit from additional training
- **Forecast business performance** - companies will have an accurate high-level view of how the business is performing and see where additional recruitment or upskilling is required
- **Reduce labour costs** in favour of workforce deployment and flexibility.

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And there's More.....

- Identify and respond to changing customer needs
- Identify relevant strategies for focused people development
- Target inefficiencies
- Improve employee engagement and retention
- Improve efficiency, productivity and quality outputs
- Improves employer brand
- THE KEY IS:
- *People in the right roles with the right levels of competency at the right time.*

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Forecasting: Defined

- Forecasting is a technique that uses historical data as inputs to make informed estimates that are predictive in determining the direction of future trends (making predictions about the future).
- Because the future is uncertain, forecasts must often be revised, and actual results can vary greatly.



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Impact of Forecasting Not Done

- Mismatched headcount (too much or too less)
- High turnover
- Employee disengagement
- Poor quality deliverables
- Lost credibility
- Losing Market Reputation
- Failing to attract top talent
- Stunted growth
- Others?.



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Impact of a GAP Between Workforce Supply and Demand

- Ineffective and inefficient workforce due to a lack of required skills
- Reduced market share and profitability
- Reputational damage
- Exposes the organization to risks in a VUCA environment
- Challenges in talent attraction
- **For example**, Shell in the 90s used scenario planning to generate a number of possible options for their future workforce. This benefited them in the next crisis that stroke the oil industry and most of their competitors suffered because they were not prepared.



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A.C.2.1 - Practical Activity Team Briefing

In your role as an Internal People Consultant, you have been asked by the Recruitment Team to outline the following:

- BRIEFLY DEFINE THE TERM WORKFORCE PLANNING.
- IF EFFECTIVE WORKFORCE PLANNING IS COMPLETED, WHAT WOULD THE POSITIVE IMPACTS BE ON THE ORGANISATION?
- WHAT WOULD THE IMPACT BE IF FORECASTING IS NOT DONE? PROVIDE AN ANALYSIS
- FOR EXAMPLE, WHAT IS THE IMPACT OF A GAP BETWEEN WORKFORCE SUPPLY AND DEMAND?

**Refer To The Case Study Context
To Support Your Argument**


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A.C.2.2
EVALUATE THE TECHNIQUES USED TO SUPPORT THE PROCESS OF WORKFORCE PLANNING.

- CHOOSE 2 SPECIFIC TECHNIQUES OR TOOLS FOR WORKFORCE PLANNING.
- **BRIEFLY EXPLAIN EACH TOOL / TECHNIQUE**
- **EVALUATE EACH TOOL OR TECHNIQUE – HOW EFFECTIVE IS THE TOOL? WHAT ARE THE PROS AND CONS?**

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Forecasting Techniques

- **Managerial Judgement** - Under this method, firstly experienced managers estimate the manpower requirements for their respective departments. This is done on the basis of their knowledge of expected future workload and employee efficiency. The top management then aggregates and approves the departmental estimates
- **Work Study Technique** - This method uses time and motion study to analyse and measure work. Such studies help the managers to decide the standard time for per unit work. (Taylorism). When it is possible to measure work and set standards, the work-study method is more suitable for repetitive and manual jobs
- **Ratio-trend Analysis** - This method helps to calculate the ratios on the basis of past data. Firstly, it calculates the future ratios on the basis of the time series analysis, after making allowances for the changes in the organisation, method, and jobs, if any.

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Evaluating Forecasting Techniques (1)

TOOL	EFFECTIVENESS	PROS	CONS
Managerial Judgement Aims to rely on the consultancy from Senior Managers or experts in the market to predict the future demand of labour	<ul style="list-style-type: none"> Very promising for the smaller-scale or new companies in the market due to no data collection It plays a crucial part in the success of an organization and business growth. Increased efficiency and fulfillment of organizational goals. Resources are utilized in a better way and it facilitates innovation. 	<ul style="list-style-type: none"> Balanced, fair and efficient sense of judgement Providing support to help managers understand that their fundamental role is to use judgment to make decisions. Managers have the skills, expertise and a level of capability that has matured over the years. Transparency in decision-making can help managers reach the best possible solution as it allows colleagues full insight on the problem and criteria allowing them to offer more helpful and complete input. Improved motivation Improves the degree of acceptance and commitment Improves the quality of decisions Helps in strengthening the organisation 	<ul style="list-style-type: none"> Time inefficient as managers can wait to make a decision until the environment is clear Purely subjective Time Consuming Compromised Decisions Biased Decisions Limited analysis Uncontrollable environmental factors

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Evaluating Forecasting Techniques (2)

TOOL	EFFECTIVENESS	PROS	CONS
Work Study Technique Used to ensure the best utilization of manpower and material resources carrying out specified activity	<ul style="list-style-type: none"> It is a direct means of improving productivity of the system involving very less or no cost. The approach is simple, systematic, consistent and based on handling of facts. Thus the part played by opinions in taking decisions is minimized. No factor affecting the efficiency of operation is overlooked in this approach. It provides most accurate means of setting standards of performance which are helpful in the process of production planning and control. Application of work study results in immediate savings. 	<ul style="list-style-type: none"> Balanced, fair and efficient sense of judgement Providing support to help managers understand that their fundamental role is to use judgment to make decisions. Managers have the skills, expertise and a level of capability that has matured over the years. Transparency in decision-making can help managers reach the best possible solution as it allows colleagues full insight on the problem and criteria allowing them to offer more helpful and complete input. Improved motivation Provide more alternatives Improves the degree of acceptance and commitment Improves the quality of decisions Helps in strengthening the organisation 	<ul style="list-style-type: none"> Time inefficient as managers can wait to make a decision until the environment is clear Purely subjective Time Consuming Compromised Decisions Biased Decisions Limited analysis Uncontrollable environmental factors

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Evaluating Forecasting Techniques (3)

TOOL	EFFECTIVENESS	PROS	CONS
Ratio trend analysis The technique involves studying past ratios, say, between the number of workers and sales in an organization and forecasting future ratios, making some allowance or changes in the organization or its methods.	<ul style="list-style-type: none"> This is the quickest HR forecasting technique. Provides data describing how trends such as turnover will affect the workforce and is a key element in the overall planning process. 	<ul style="list-style-type: none"> Simple calculation and provides a solid basis to begin HR forecasting Quickest forecasting technique Can provide valuable insights into the financial health and direction of a business. Helps in forecasting and planning by performing trend analysis. Helps in estimating budget for the firm by analysing previous trends. It helps in determining how efficiently a firm or an organisation is operating. 	<ul style="list-style-type: none"> Do not accurately represent the business's staffing requirements because it will be based on outdated data. Only establishes basic staffing levels Does not provide information about the traits the employees will need to be successful within the organization

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A.C.2.2 - Practical Activity Presentation To The Team

Your organisation is looking at 2024 headcounts; the business partners and recruitment team have asked you to create a short presentation outlining the following:

- CHOOSE 2 SPECIFIC TECHNIQUES OR TOOLS FOR WORKFORCE PLANNING.**
- BRIEFLY EXPLAIN EACH TOOL / TECHNIQUE**
- EVALUATE EACH TOOL OR TECHNIQUE – HOW EFFECTIVE IS THE TOOL? WHAT ARE THE PROS AND CONS?**

**Refer To The Case Study Context
To Support Your Argument**


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A.C.2.3
EXPLAIN (TWO)
APPROACHES TO
SUCCESSION AND
CONTINGENCY
PLANNING AIMED
AT REDUCING
(MITIGATING)
WORKFORCE
RISKS.

- **BRIEFLY EXPLAIN** THE TERM SUCCESSION PLANNING.
- **BRIEFLY EXPLAIN** THE TERM CONTINGENCY PLANNING.
- **EXPLAIN 1** APPROACH THAT WOULD REDUCE RISK WHEN AN ORGANISATION NEEDS TO IMPLEMENT SUCCESSION PLANNING.
- **EXPLAIN 1** APPROACH THAT WOULD REDUCE RISK WHEN AN ORGANISATION NEEDS TO IMPLEMENT CONTINGENCY PLANNING.

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Succession Planning: Defined

- Succession planning is the ***process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions***
- Taking a holistic view of current and future goals, this type of preparation ***ensures that you have the right people in the right jobs today and in the years to come***

In the long term, ***succession planning strengthens the overall capability*** of the organization by:

- Identifying critical positions and highlighting potential vacancies
- Selecting key competencies and skills necessary for business continuity
- Focusing development of individuals to meet future business needs

A succession plan identifies future staffing needs and the people with the skills and potential to perform in these future roles.

01

Improve employee efficiency

02

Scope of development opportunities

03

Develop successor qualities immeasurably

04

Right direction to career path

05

Encourage employee engagement

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Contingency Planning: Defined

- A contingency plan is **a backup plan that outlines the steps to be taken in the event of an unexpected situation or crisis**
- It is a **plan of action that helps businesses to be prepared for potential risks and minimize the impact of negative events**
- The purpose of a contingency plan is to **help businesses continue to operate smoothly, even when unexpected events occur**

Contingent Workforce:

- Contingent workers are employees who are not permanent employees of the company but are hired to perform a specific task
- Contingent workers include temporary workers, staffing agency workers, and workers in behavioral therapy, substance use disorder treatment programs, and other similar programs
- The contingent workforce is an essential component of many businesses and must be included in contingency planning.



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Approaches that Reduce Workforce Risks to Implement Succession Planning

Succession planning creates a long-term competitive advantage.

1. Securing the talent pipeline
2. Internal vs. external talent pool
3. Culture club – cultural and capability fit
4. No right answer
5. People development
6. Communicating the importance of succession planning to employees



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Approaches that Reduce Workforce Risks to Implement Contingency Planning



Having a detailed contingency plan established can help you eliminate or minimise the negative effects of an unexpected event.

1. Strong learning and development plans to keep employees up-skilled
2. Reviewing the internal and external talent pools to have back-ups ready to be engaged – having a “Plan B” ready
3. Clearly mapped out rotation plans where employees have an understanding of other functions.



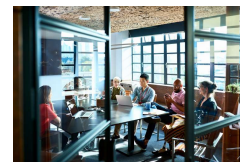
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A.C.2.3 - Practical Activity Consultancy Advice




Your senior management team have asked for your advice on succession and contingency planning and require an outline on the following:

- **BRIEFLY EXPLAIN** THE TERM SUCCESSION PLANNING.
- **BRIEFLY EXPLAIN** THE TERM CONTINGENCY PLANNING.
- **EXPLAIN 1 APPROACH THAT WOULD REDUCE RISK WHEN AN ORGANISATION NEEDS TO IMPLEMENT SUCCESSION PLANNING.**
- **EXPLAIN 1 APPROACH THAT WOULD REDUCE RISK WHEN AN ORGANISATION NEEDS TO IMPLEMENT CONTINGENCY PLANNING.**



Refer To The Case Study Context To Support Your Argument

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A.C.2.4
ASSESS THE
STRENGTHS AND
WEAKNESSES OF
DIFFERENT
METHODS OF
RECRUITMENT
AND SELECTION
TO BUILD
EFFECTIVE
WORKFORCES.

- ASSESS ADVERTISING VACANCIES ON AN ORGANISATION'S WEBSITE AS A RECRUITMENT METHOD (IT'S STRENGTHS AND WEAKNESSES)
- ASSESS 1 MORE METHOD OF RECRUITMENT (IT'S STRENGTHS AND WEAKNESSES)
- FOR BOTH METHODS, YOU MUST EXPLAIN HOW THEY HELP TO BUILD EFFECTIVE WORKFORCES.
- ASSESS INTERVIEWING APPLICANTS AS A SELECTION METHOD (IT'S STRENGTHS AND WEAKNESSES)
- ASSESS 1 MORE SELECTION METHOD (IT'S STRENGTHS AND WEAKNESSES.
- FOR BOTH METHODS, YOU MUST EXPLAIN HOW THEY HELP TO BUILD EFFECTIVE WORKFORCES.

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Recruitment Methods

- Employee referrals
- Job postings on the organisation's website
- Social media
- Recruitment agencies
- Online advertising
- Recruitment events
- Passive candidates
- Professional networks
- Talent pool database.



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Recruitment Methods: Job Posting on the Organization's Website



STRENGTHS	WEAKNESSES
Branding opportunity for employers. All successful company should be utilising their career site to project a consistent brand and company image/values to prospective job seekers.	High volume of applicants to screen = volume doesn't mean quality
Reduced cost of hire	Poorly designed websites will make it challenging for potential applicants to locate the vacancies section
Reduced time to hire	Technology issues – candidates will prefer uploading cv rather than fill an application form
Allows for database build up and tracking	Unqualified candidates may apply
SEO (Search Engine Optimisation)	Impersonal

Support Building Effective Workforces By Ensuring External Hires Bring In Diversity Which Aligns Well With The Existing Workforce?

- Accurately communicate company values
- Avoid gender coded language
- Other benefits that appeal to diverse audience
- Focus on diverse channel dispersion

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Selection Methods



- CV
- Application form
- Letter of application / cover letter
- Interviewing applicants
- Tests
- Assessment Centres
- Group activities
- References.



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Selection Methods



- CV
- Application form
- Letter of application / cover letter
- Interviewing applicants
- Tests
- Group activities
- References.



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Selection Methods: Interviewing Candidates



STRENGTHS	WEAKNESSES
Selecting the ideal candidates for the position	Navigating personal biases
Conducting detailed evaluations	Judging individuals too quickly
Getting to know the candidate and yourself well	Creating stereotypes
Experience improved customer bonds	Experiencing uncertain outcomes
Differentiating similar candidates	Verifying candidate's facts

Support building effective workforces by ensuring external hires bring in diversity which aligns well with the existing workforce?

- Know your company culture. ...
- Involve team members in the interview process. ...
- Compare the candidate to successful employees. ...
- Pay attention to how the candidate answers questions. ...
- Ask the candidate what they know about your culture.

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A.C.2.3 - Practical Activity Line Manager Briefing



Your organisation has decided that line managers need to be involved in recruitment and selection and need to be briefed on the following:

- **ASSESS** ADVERTISING VACANCIES ON AN ORGANISATION'S WEBSITE AS A RECRUITMENT METHOD (IT'S STRENGTHS AND WEAKNESSES)
- **ASSESS 1 MORE METHOD OF RECRUITMENT**
• (IT'S STRENGTHS AND WEAKNESSES)
- FOR BOTH METHODS, YOU MUST EXPLAIN HOW THEY HELP TO BUILD EFFECTIVE WORKFORCES.
- **ASSESS** INTERVIEWING APPLICANTS AS A SELECTION METHOD (IT'S STRENGTHS AND WEAKNESSES)
- **ASSESS 1 MORE SELECTION METHOD**
• (IT'S STRENGTHS AND WEAKNESSES.
- FOR BOTH METHODS, YOU MUST EXPLAIN HOW THEY HELP TO BUILD EFFECTIVE WORKFORCES.


**REFER TO THE CASE
STUDY CONTEXT
TO SUPPORT YOUR
ARGUMENT**

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Recap of Day 1

- Define a competitive labour market
 - What is a competitor analysis?
 - How do organisations strategically position themselves within the labour market?
 - What are the roles of governments, employers and unions in ensuring future skills needs are met?
 - What's workforce planning?
 - What's forecasting? Impact of not being done?
 - Forecasting techniques?
 - What's succession planning? Contingency planning?
 - Discuss a few recruitment and selection methods.
- 
- Look at the assignment writing guide on the HUB. Against each AC, put a tick on any task that you can answer, and highlight the ones you need clarity on
 - There are additional resources on the HUB can help you with that

64

Understand the Purpose and Impact Of Effective Talent Management

LEARNING
OUTCOME
3



65

A.C.3.1
EXAMINE
TURNOVER AND
RETENTION
TRENDS AND THE
FACTORS THAT
INFLUENCE WHY
PEOPLE CHOOSE
TO LEAVE OR
REMAIN.





- **BRIEFLY EXPLAIN** THE TERM 'TURNOVER' (INCLUDING THE DIFFERENCE BETWEEN FUNCTIONAL AND DYSFUNCTIONAL TURNOVER) AND PROVIDE ONE EXAMPLE OF A CURRENT TREND (E.G. PEOPLE LOOKING FOR MORE FLEXIBLE JOBS; PEOPLE LOOKING FOR HIGHER PAID JOBS, ETC.)
- **IDENTIFY 2 REASONS WHY** EMPLOYEES MIGHT CHOOSE TO LEAVE A JOB.
- **BRIEFLY EXPLAIN** THE TERM 'RETENTION' AND PROVIDE ONE EXAMPLE OF A CURRENT TREND (BETTER REWARDS PACKAGES; INCREASED SALARIES, ETC)
- **IDENTIFY 2 REASONS WHY** EMPLOYEES MIGHT CHOOSE TO STAY.

66

Turnover: defined

- Employee turnover refers to the **total number of workers who leave a company over a certain time period.**
- **Functional turnover:** means poor performers are leaving your organization
Example: having a poor performer you are managing through a Performance Improvement Plan. It is clear the employee simply cannot meet the goals and expectations of the position. Rather than terminate the employee for performance, the employee voluntarily departs
- **Dysfunctional turnover:** means top performers are leaving your organization.
Example: A high performer leaves for a competitor to make more money and for a bigger title.





67

Differences Between Functional and Dysfunctional Turnover

FUNCTIONAL TURNOVER	DYSFUNCTIONAL TURNOVER
Normal / Acceptable to the organisation	Abnormal / unacceptable to the organisation
Due to performance / behavioural / contractual (P/T) issues and arrangements	Due to organisational culture / reward etc
Doesn't cause reputational damage	May cause reputational damage
Benefits gained exceed costs	Costs exceed potential benefits

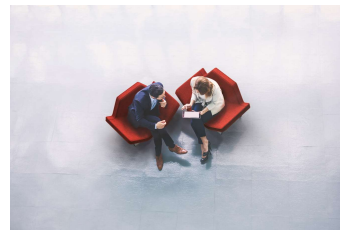
Current Turnover Trends

- Promotions not based on merit
- Coaching and feedback are lacking
- People skills are inadequate
- Poor compensation
- Poor diversity and inclusion initiatives
- Increased competition for talent
- Raises and promotions are frozen
- Work-life imbalance.

68

Reasons Why Employees Might Choose to Leave a Job

- High employee churn is costly: Gallup estimates that replacing an employee costs anywhere from one-half to two times that person's salary.
- **Most employees leave due to the following reasons:**
 - Low pay
 - Feeling disrespected
 - Lack of flexibility and work-life balance
 - Poor benefits
 - Company culture
 - Feeling burnt out and lack of recognition
 - Strained relationship with management
 - No or poor development opportunities
 - Inadequate feedback
 - Poor communication.



69

Retention: Defined



Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance.

Current Retention Trends

- Increased competition for talent
- More focus on flexible working and work-life balance
- Improved diversity in hiring
- Technology use boosts recruitment but adoption limited by lack of skills
- A strategic approach to workforce planning needed
- Growing attention being paid to attract experienced returners

CIPD Resourcing and Talent Planning Survey (2021)

70

Reasons Why Employees Might Choose to Stay



- When organizations don't invest in the areas that most drive engagement, they might risk increased turnover.

Most employees stay due to the following reasons:

- Learning and career development
- Work-life balance
- Integrity
- Sense of purpose
- Strong corporate culture
- Emotional investment
- Trust in leadership
- Encouragement and recognition
- Involvement and belonging
- Fair compensation and benefits.



NETFLIX

71

A.C.3.1 - Practical Activity Discussion Paper



As A Resourcing Subject Matter Expert, You Have Been Asked To Outline The Following In A Discussion Paper:

- **BRIEFLY EXPLAIN** THE TERM 'TURNOVER' (INCLUDING THE DIFFERENCE BETWEEN FUNCTIONAL AND DYSFUNCTIONAL TURNOVER) AND PROVIDE ONE EXAMPLE OF A CURRENT TREND (E.G. PEOPLE LOOKING FOR MORE FLEXIBLE JOBS; PEOPLE LOOKING FOR HIGHER PAID JOBS, ETC.)
- **IDENTIFY 2 REASONS WHY** EMPLOYEES MIGHT CHOOSE TO **LEAVE A JOB.**
- **BRIEFLY EXPLAIN** THE TERM 'RETENTION' AND PROVIDE ONE EXAMPLE OF A CURRENT TREND (BETTER REWARDS PACKAGES; INCREASED SALARIES, ETC)
- **IDENTIFY 2 REASONS WHY** EMPLOYEES MIGHT **CHOOSE TO STAY.**

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

72

A.C.3.2 **COMPARE** DIFFERENT APPROACHES TO DEVELOPING AND RETAINING TALENT ON AN INDIVIDUAL AND GROUP LEVEL.



- **PROVIDE A BRIEF EXPLANATION OF WHY** TALENT MANAGEMENT IS NOW A KEY PART OF AN ORGANISATION'S PEOPLE STRATEGY.
- **IDENTIFY AND COMPARE 3 DIFFERENT WAYS** ORGANISATIONS CAN MANAGE TALENT RETENTION. (E.G. APPRAISALS, TRAINING AND DEVELOPMENT, LATERAL MOVES, FLEXIBLE WORKING AND WORK-LIFE BALANCE, WORKPLACE CHARACTERISTICS, FAIR AND EQUITABLE REWARD, CAREER BREAKS, REALISTIC JOB PREVIEWS, ETC)
- **YOU MUST PROVIDE COMPARISON – HOW ARE THE** APPROACHES SIMILAR / DIFFERENT?

73

Talent Management and it's Importance

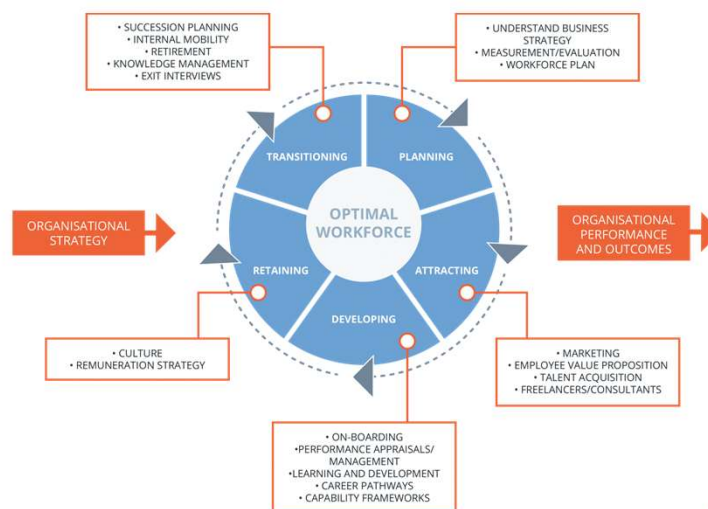
- Talent management is defined as **the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind**
- Talent management means **investing in an organization's most important resource – its people**

Importance of talent management:

- Attracts and retains top talent
- Continuous coverage of critical roles
- Increase employee performance and engages employees
- Improved business performance and higher client satisfaction.

74

Talent Management Process



75

How Organisations Can Manage Talent Retention

- Appraisals – sincere feedback and praise
- Set clear expectations and goals
- Training and development
- Lateral moves
- Flexible working and work-life balance
- Workplace characteristics
- Fair and equitable reward.



76

And there's More.....

- Career breaks
- Realistic job reviews
- Appreciation and respect
- Provide proper reward and recognition
- Offer opportunities for career advancement
- Automate wherever possible
- Provide the best experience at all employee touchpoints
- Focus on creating a sense of shared purpose.



77

A.C.3.2 - Practical Activity Team Briefing



You are required to give a team briefing giving an overview of the following:

- PROVIDE A BRIEF EXPLANATION OF WHY TALENT MANAGEMENT IS NOW A KEY PART OF AN ORGANISATION'S PEOPLE STRATEGY.
- IDENTIFY AND COMPARE 3 DIFFERENT WAYS ORGANISATIONS CAN MANAGE TALENT RETENTION. (E.G. APPRAISALS, TRAINING AND DEVELOPMENT, LATERAL MOVES, FLEXIBLE WORKING AND WORK-LIFE BALANCE, WORKPLACE CHARACTERISTICS, FAIR AND EQUITABLE REWARD, CAREER BREAKS, REALISTIC JOB PREVIEWS, ETC)
- YOU MUST PROVIDE COMPARISON – HOW ARE THE APPROACHES SIMILAR / DIFFERENT?

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

78

A.C.3.3 EVALUATE APPROACHES THAT AN ORGANISATION CAN TAKE TO BUILD AND SUPPORT DIFFERENT TALENT POOLS.



- EXPLAIN WHAT IS MEANT BY THE TERM 'TALENT POOL'.
- IDENTIFY AND EVALUATE 1 APPROACH YOUR ORGANISATION CAN TAKE TO BUILD TALENT POOLS (2ND CHOICE APPLICANTS; LOCAL UNIVERSITIES/COLLEGES; CAREER FAIRS, APPRENTICESHIPS, GRADUATE PROGRAMMES ETC.)
- IDENTIFY AND EVALUATE 1 APPROACH YOUR ORGANISATION CAN TAKE TO SUPPORT TALENT POOLS (SOCIAL MEDIA GROUPS; REGULAR COMMUNICATION; TRAINING AND DEVELOPING AN INTERNAL TALENT POOLS ETC.)
- YOU MUST EVALUATE THE APPROACHES – HOW EFFECTIVE ARE THEY? WHAT ARE THEIR ADVANTAGES AND DISADVANTAGES?

79

Talent Pool Defined

- A talent pool is a **database of potential job candidates**
- The workers included in the database are typically both highly qualified and have previously expressed interest, in some form, of joining your organization
- Talent pools allow organizations to cultivate relationships with workers whose skills and expertise align with company competencies and values.



80

How Talent Pools can be Built By Organisations

- Formal training and informal training
- Career pathing
- Coaching and Mentoring programs
- 2nd choice applicants –
- Re-engage unsuccessful applicants
- Local universities / colleges
- Career fairs.



81

And there's More.....

- Apprenticeships
- Graduate programmes
- Referrals
- Showcase employer brand
- Keep communication open
- Add qualified former employees to talent pool
- How effective are these approaches?.



82

How Talent Pools Can Be Supported By Organisations

- Social media groups
- Regular communication
- Training and developing an internal talent pool
- Segmenting talent pools to fill certain organisational needs
- Engaging your pool
- Recruiting from your pool
- Others?
- How effective are these approaches?

83

A.C.3.3 - Practical Activity Brainstorming Session



You are required to brainstorm with your team, giving an overview of the following:

- **EXPLAIN** WHAT IS MEANT BY THE TERM 'TALENT POOL'.
- **IDENTIFY AND EVALUATE 1 APPROACH** YOUR ORGANISATION CAN TAKE TO **BUILD** TALENT POOLS (2ND CHOICE APPLICANTS; LOCAL UNIVERSITIES/COLLEGES; CAREER FAIRS, APPRENTICESHIPS, GRADUATE PROGRAMMES ETC.)
- **IDENTIFY AND EVALUATE 1 APPROACH** YOUR ORGANISATION CAN TAKE TO **SUPPORT** TALENT POOLS (SOCIAL MEDIA GROUPS; REGULAR COMMUNICATION; TRAINING AND DEVELOPING AN INTERNAL TALENT POOLS ETC.)
- **YOU MUST EVALUATE THE APPROACHES – HOW EFFECTIVE ARE THEY? WHAT ARE THEIR ADVANTAGES AND DISADVANTAGES?**

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

84

A.C.3.4 **EVALUATE THE (TWO) BENEFITS OF DIVERSITY IN BUILDING AND SUPPORTING TALENT POOLS.**



- **IDENTIFY 2 BENEFITS** OF FOCUSING ON DIVERSITY WHEN BUILDING AND SUPPORTING TALENT POOLS. (E.G. POSITIVE IMPACT ON EMPLOYER BRAND; REDUCED RISK OF BEING ACCUSED OF DISCRIMINATION; COMPLIANCE WITH LEGISLATION, ETC)
- **EVALUATE** THESE BENEFITS BY ADVISING ON WHICH WOULD HAVE THE GREATEST IMPACT ON AN ORGANISATION AND WHY.

85

What Is Diversity?



- Diversity is the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, age, education, experience etc.

BENEFITS OF FOCUSING ON DIVERSITY WHEN BUILDING AND SUPPORTING TALENT POOLS

- Positive impact on employer brand
- Reduced risk of being accused of discrimination
- Compliance with legislation
- Reduced employee turnover
- Wider range of skills set
- Increased creativity
- Improved employee engagement
- Widens talent pool
- Which would have the greatest organisational impact and why?



86

A.C.3.4 - Practical Activity SMT Proposal



The SMT have asked about the benefits of diversity in building and supporting talent pools – you are required to provide an overview on the following:

- **IDENTIFY 2 BENEFITS OF FOCUSING ON DIVERSITY WHEN BUILDING AND SUPPORTING TALENT POOLS.** (E.G. POSITIVE IMPACT ON EMPLOYER BRAND; REDUCED RISK OF BEING ACCUSED OF DISCRIMINATION; COMPLIANCE WITH LEGISLATION, ETC)
- **EVALUATE THESE BENEFITS BY ADVISING ON WHICH WOULD HAVE THE GREATEST IMPACT ON AN ORGANISATION AND WHY.**



REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

87




A.C.3.5
EXPLAIN THE
IMPACT
ASSOCIATED
WITH
DYSFUNCTIONAL
EMPLOYEE
TURNOVER.

- EXPLAIN WHAT 'DYSFUNCTIONAL TURNOVER' MEANS


- EXPLAIN 3 DIFFERENT WAYS THIS CAN IMPACT ORGANISATIONS.(YOU SHOULD INCLUDE DIRECT AND INDIRECT (HIDDEN) COSTS, AND OTHER IMPACTS SUCH AS THE PSYCHOLOGICAL IMPACT)

88



What Is Dysfunctional Turnover?

- **Dysfunctional turnover:** means top performers are leaving your organization. Example: A high performer leaves for a competitor to make more money and for a bigger title.
- Departures that have a negative effect on the organisation.
- Occurs when the positive employees in your company are voluntarily leaving at higher rates than the weaker workers.



89

How Organisations are Impacted by Dysfunctional Turnover

DIRECT COSTS	INDIRECT COSTS (HIDDEN)
Loss of skills	Negative effect on colleagues – psychological impact
Cost of leaving	Reputational impact on the organisation
Replacement costs including advertising, interview and recruitment	Lost productivity – new joiner
Transition costs – lost productivity	Waste of investment from previous L&D
Administrative hiring costs	Costs associated with leavers lack of motivation
Basic training	Potential exposure to trade secrets
Selection	Lost knowledge

90

A.C.3.5 - Practical Activity Consultancy Advice


The employee relations team are concerned with the current turnover rates and have asked for your advice on the following:

- **EXPLAIN WHAT 'DYSFUNCTIONAL TURNOVER' MEANS**
- **EXPLAIN 3 DIFFERENT WAYS THIS CAN IMPACT ORGANISATIONS.(YOU SHOULD INCLUDE DIRECT AND INDIRECT (HIDDEN) COSTS, AND OTHER IMPACTS SUCH AS THE PSYCHOLOGICAL IMPACT)**




REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

91




LEARNING
OUTCOME
4

Understand the Importance of Managing Contractual Arrangements and Effective Onboarding



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A.C.4.1
ASSESS SUITABLE
TYPES OF
CONTRACTUAL
ARRANGEMENTS
DEPENDENT ON
SPECIFIC
WORKFORCE NEED

- PROVIDE A BRIEF EXPLANATION OF THE IMPORTANCE OF A CONTRACT IN THE EMPLOYMENT RELATIONSHIP
- IDENTIFY 3 DIFFERENT CONTRACTUAL ARRANGEMENTS (E.G. CONTRACTOR, PERMANENT, TEMPORARY, FULL-TIME, PART-TIME, ZERO-HOURS ETC.)
- PROVIDE AN ASSESSMENT FOR EACH EXAMPLE. WHAT ARE IT'S PROS AND CONS FOR EMPLOYERS AND EMPLOYEES?

93

The Importance of a Contract in the Employment Relationship

- Having clear, well-drafted contracts and policies is essential for any business. Employment contracts help you manage your staff effectively and protect your interests if issues arise
- It's important to have well drafted contracts that are tailored to your business and individual employees and their responsibilities.



94

Different Contractual Arrangements (1)

Full-time: A permanent employee contract is the most common status and employment contract for an employee

- Employers must give their employees a written statement of employment or an agreement which should include at least a statutory minimum of paid holiday.
- A contract should consist of the terms of work, including rights, conditions, responsibilities and duties
- Both parties have the right to terminate the contract by an employer or employee giving notice or by dismissal of an employee

Part-time: A part-time contract is similar to a full-time contract, the main difference being the agreed working hours

- A part-time worker will work less than 35 hours per week
- The agreed amount of hours required to work each week needs to be visible in the contract
- A part-time contract offers a flexible schedule that can fit around other commitments.

95

Different Contractual Arrangements (2)



Fixed term - The relationship between employee and employer is established for a defined period that is set in advance

- This type of employment may also end when a specific task is completed, or a specific event takes place

Agency worker – Temporary staff can be hired from an agency to meet an urgent need or a transient increase in demand for their product or services, such as public holidays

- Employers should provide the agency with information about the business terms and conditions so that they can provide the worker with terms
- Temporary agency workers should receive the same conditions as permanent employees after 12 weeks.

96

Different Contractual Arrangements (3)



Contractor - a person or firm that undertakes a contract to provide materials or labour to perform a service or do a job

- Refers to people who are self-employed and sell their services to employers on a contract basis
- Contractors work with businesses based on a set amount of time and pay rate that they negotiate at the start of their employment

Zero-hours - usually for work or jobs that needs to happen on a sporadic basis, so workers may be 'on-call' to come in, and an employer does not have a set or defined amount of work to give

- Zero hours workers are entitled to statutory annual leave
- The contract is usually only for workers to be on call when you need them, and workers do not have to come in when asked, only if they are available
- Features / qualities
- Where is each appropriate to be used?
- Pros and cons for employees? Employers?

97

A.C.4.1 - Practical Activity Advice To The Business



The business has asked for an overview of the different contractual arrangements available and their features – provide an outline on the following :

- PROVIDE A BRIEF EXPLANATION OF THE IMPORTANCE OF A CONTRACT IN THE EMPLOYMENT RELATIONSHIP

- IDENTIFY 3 DIFFERENT CONTRACTUAL ARRANGEMENTS (E.G. CONTRACTOR, PERMANENT, TEMPORARY, FULL-TIME, PART-TIME, ZERO-HOURS ETC.)

- PROVIDE AN ASSESSMENT FOR EACH EXAMPLE. WHAT ARE IT'S PROS AND CONS FOR EMPLOYERS AND EMPLOYEES?



**REFER TO THE CASE STUDY CONTEXT
TO SUPPORT YOUR ARGUMENT**

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**A.C.4.2
DIFFERENTIATE
BETWEEN THE MAIN
TYPES OF
CONTRACTUAL
TERMS IN
CONTRACTS:
EXPRESS TERMS AND
IMPLIED TERMS.**



- USE 2 SUBHEADINGS:
- IMPLIED AND EXPRESS TERMS

- EXPLAIN WHAT THESE TERMS MEAN. WHAT ARE THEIR KEY DIFFERENCES?

- PROVIDE 2 EXAMPLES OF EACH

99

Terms Used In Contracts (1)

Express terms: An '**express**' term is a term of the contract between you and the other party, which is clear, unambiguous and agreed upon

- Specific terms put in writing, for example the employee's pay or working hours
- Typically include pay, hours and holidays but can be wide-ranging to include, for example, a mobility clause requiring an employee to relocate in certain circumstances.

100

Terms Used In Contracts (2)

Implied terms: An '**implied**' term is one that a court has implied into a contract because it has not been expressly included

- This may be because the parties did not consider it, did not think that the issue would arise or simply omitted to include the term
- So obvious they do not need to be written

To prevent misunderstandings, the employer should make clear:

- **The standards of behaviour expected from employees** – for example, anyone who deals with customers should be polite when doing so
- **What happens if these are not met** – for example, the employer will investigate reports of theft and pass them to the police if necessary.

101

Terms Used In Contracts (3)

Custom and practice - an unwritten and implied contract term that relates to an unofficial practice within an industry or organisation that has become accepted as the norm

- Ex: An employee might expect a bonus of \$5,000 at the end of the year if their employer has paid that annually for the last 10 years to everyone in their team
- To prevent misunderstandings, the employer could state in the contract that getting an end of year bonus:
 - Depends on the business's profits in the latest financial year
 - Is paid at the employer's discretion.

102

Terms Used In Contracts (4)

Incorporated terms - these are put into the contract from other sources, for example a staff handbook or an agreement affecting many employees

- Included in employee handbooks - key information related to employment matters within the business. This might include things like workplace expectations for an employee, the consequences for failing to comply with core employment policies, and the steps a business takes to uphold its employment law obligations
- Incorporated through collective agreements
- Key differences?.

103

103

A.C.4.2 - Practical Activity

Training For Employee Relations Team On Contractual Terms

The employee relations team has asked for your guidance on contractual terms and need an outline on the following:

- USE 2 SUBHEADINGS:
- IMPLIED AND EXPRESS TERMS

- EXPLAIN WHAT THESE TERMS MEAN. WHAT ARE THEIR KEY DIFFERENCES?

- PROVIDE 2 EXAMPLES OF EACH



REFER TO THE CASE STUDY CONTEXT
TO SUPPORT YOUR ARGUMENT

104

A.C.4.3
EXPLAIN THE
COMPONENTS AND
2 BENEFITS OF
EFFECTIVE
ONBOARDING.

- BRIEFLY EXPLAIN THE TERM 'ONBOARDING'.

- EXPLAIN THE COMPONENTS OF AN EFFECTIVE ONBOARDING PROCESS (POLICIES & PROCEDURES; HEALTH & SAFETY; WHO'S WHO; ORGANIZATIONAL VALUES AND AIMS; TRAINING & DEVELOPMENT OPPORTUNITIES ETC.)

- IDENTIFY AND EXPLAIN 2 EXAMPLES OF EFFECTIVE ONBOARDING

105

Key Terminology (1)



Onboarding - Refers to the processes in which new hires are integrated into the organization

- It includes activities that allow new employees to complete an initial new-hire orientation process, as well as learn about the organization and its structure, culture, vision, mission and values
- For some organizations, the onboarding process consists of one or two days of activities; for other organizations, this process may involve a series of activities spanning one or many months.



106

Key Terminology (2)



Orientation - A formal event to introduce the new employee to the organization's structure, vision, mission and values

This should include:

- Review the employee handbook and highlight major policies
- Complete required employee paperwork
- Review pertinent administrative procedures
- This process can overload a new employee with information and is therefore best done over a few days or a week, if possible.

107

And again, there's More....



Induction - The process for welcoming newly recruited employees and supporting them to adjust to their new roles and working environments

This should include:

- Starting a new job can be a stressful experience and new employees need help to settle in
- Helps in getting acquainted with the organization and new teammates
- Helps them to understand the company's vision and mission and ensures that the new staff member is eased into their new role
- Ensuring that employees understand their daily duties well, and experience their work environment
- **What was it like for you?.**

108

Components of an Effective Onboarding Process



- Welcome the new joiners to the workplace before day one
- Set-up the new joiner's workstation in advance
- Introduce objectives and set expectations on the first day
- Foster positive peer relationships immediately
- Assign a "buddy" to show them the way around
- Conduct a weekly/monthly check-in
- Perform a follow-up assessment at three to six months.



109

A.C.4.3 - Practical Activity

Briefing To Employee Relations Team



The employee relations team needs your guidance on onboarding and need an outline on the following:

- BRIEFLY EXPLAIN THE TERM 'ONBOARDING'.
- EXPLAIN THE COMPONENTS OF AN EFFECTIVE ONBOARDING PROCESS (POLICIES & PROCEDURES; HEALTH & SAFETY; WHO'S WHO; ORGANIZATIONAL VALUES AND AIMS; TRAINING & DEVELOPMENT OPPORTUNITIES ETC.)
- IDENTIFY AND EXPLAIN 2 EXAMPLES OF EFFECTIVE ONBOARDING



REFER TO THE CASE STUDY CONTEXT
TO SUPPORT YOUR ARGUMENT

110

Recap Of Day 2



• Turnover is when...

TALENT JOINS THE ORGANISATION

TALENT IS DEVELOPED

EMPLOYEES ARE PERFORMANCE MANAGED

TALENT LEAVES THE ORGANISATION

• Functional turnover is ...

CAUSES REPUTATIONAL DAMAGE

UNACCEPTABLE TO THE ORGANISATION

POOR PERFORMERS LEAVE YOUR ORGANISATION

HIGH PERFORMERS LEAVING



• Dysfunctional turnover is ...

DOESN'T CAUSE REPUTATIONAL DAMAGE

HIGH PERFORMERS LEAVING

ACCEPTABLE TO THE ORGANISATION

POOR PERFORMERS LEAVE YOUR ORGANISATION

• Retention is when...

ORGANISATIONS KEEP TALENT


THERE IS POOR ORGANISATIONAL COMMUNICATION

THERE IS LACK OF FLEXIBILITY

THERE ARE POOR DEVELOPMENT OPPORTUNITIES

111

Recap Of Day 2




- **Turnover is when...**

TALENT JOINS THE ORGANISATION	TALENT IS DEVELOPED	EMPLOYEES ARE PERFORMANCE MANAGED	TALENT LEAVES THE ORGANISATION
-------------------------------	---------------------	-----------------------------------	--------------------------------
- **Functional turnover is ...**

CAUSES REPUTATIONAL DAMAGE	UNACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION	HIGH PERFORMERS LEAVING
----------------------------	----------------------------------	---	-------------------------
- **Dysfunctional turnover is ...**


DOESN'T CAUSE REPUTATIONAL DAMAGE	HIGH PERFORMERS LEAVING	ACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION
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- **Retention is when...**

ORGANISATIONS KEEP TALENT	THERE IS POOR ORGANISATIONAL COMMUNICATION	THERE IS LACK OF FLEXIBILITY	THERE ARE POOR DEVELOPMENT OPPORTUNITIES
---------------------------	--	------------------------------	--



112

Recap Of Day 2




- **Turnover is when...**

TALENT JOINS THE ORGANISATION	TALENT IS DEVELOPED	EMPLOYEES ARE PERFORMANCE MANAGED	TALENT LEAVES THE ORGANISATION
-------------------------------	---------------------	-----------------------------------	--------------------------------
- **Functional turnover is ...**

CAUSES REPUTATIONAL DAMAGE	UNACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION	HIGH PERFORMERS LEAVING
----------------------------	----------------------------------	---	-------------------------
- **Dysfunctional turnover is ...**


DOESN'T CAUSE REPUTATIONAL DAMAGE	HIGH PERFORMERS LEAVING	ACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION
-----------------------------------	-------------------------	--------------------------------	---
- **Retention is when...**

ORGANISATIONS KEEP TALENT	THERE IS POOR ORGANISATIONAL COMMUNICATION	THERE IS LACK OF FLEXIBILITY	THERE ARE POOR DEVELOPMENT OPPORTUNITIES
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113

Recap Of Day 2

 OAKWOOD
INTERNATIONAL


- Turnover is when...

TALENT JOINS THE ORGANISATION	TALENT IS DEVELOPED	EMPLOYEES ARE PERFORMANCE MANAGED	TALENT LEAVES THE ORGANISATION
-------------------------------	---------------------	-----------------------------------	--------------------------------
- Functional turnover is ...

CAUSES REPUTATIONAL DAMAGE	UNACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION	HIGH PERFORMERS LEAVING
----------------------------	----------------------------------	---	-------------------------
- Dysfunctional turnover is ...

DOESN'T CAUSE REPUTATIONAL DAMAGE	HIGH PERFORMERS LEAVING	ACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION
-----------------------------------	-------------------------	--------------------------------	---
- Retention is when...


ORGANISATIONS KEEP TALENT	THERE IS POOR ORGANISATIONAL COMMUNICATION	THERE IS LACK OF FLEXIBILITY	THERE ARE POOR DEVELOPMENT OPPORTUNITIES
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114

114

Recap Of Day 2

 OAKWOOD
INTERNATIONAL


- Turnover is when...

TALENT JOINS THE ORGANISATION	TALENT IS DEVELOPED	EMPLOYEES ARE PERFORMANCE MANAGED	TALENT LEAVES THE ORGANISATION
-------------------------------	---------------------	-----------------------------------	--------------------------------
- Functional turnover is ...

CAUSES REPUTATIONAL DAMAGE	UNACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION	HIGH PERFORMERS LEAVING
----------------------------	----------------------------------	---	-------------------------
- Dysfunctional turnover is ...


DOESN'T CAUSE REPUTATIONAL DAMAGE	HIGH PERFORMERS LEAVING	ACCEPTABLE TO THE ORGANISATION	POOR PERFORMERS LEAVE YOUR ORGANISATION
-----------------------------------	-------------------------	--------------------------------	---
- Retention is when...

ORGANISATIONS KEEP TALENT	THERE IS POOR ORGANISATIONAL COMMUNICATION	THERE IS LACK OF FLEXIBILITY	THERE ARE POOR DEVELOPMENT OPPORTUNITIES
---------------------------	--	------------------------------	--



115

Recap Of Day 2



- Contractual arrangements are ...

IRRELEVANT

UNNECESSARY

OPTIONAL

MANDATORY
- Express terms are ...

TERMS THAT ARE NOT DISCUSSED AND WRITTEN

SPECIFIC AND AGREED UPON
- Implied terms are ...

SO OBVIOUS DON'T NEED TO BE WRITTEN

INCLUDES PAY OR WORKING HOURS

INCLUDE MOBILITY CLAUSES


UNNECESSARY
- Onboarding is when...

NEW HIRES REVIEW THE HANDBOOK

THERE IS LACK OF FLEXIBILITY


HELPS EMPLOYEES UNDERSTAND THE MISSION AND VISION

PROCESSES THAT HELP NEW JOINERS INTEGRATE INTO THE ORGANISATION



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Questions?

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Assessment Brief



- Pre-assignment activities
- Assignment template
- Explain theory and practical application
- Research
- 'Assessment Guidance' document
- 'Materials'
- Harvard Referencing – minimum of 1/question
- Structure
- Spelling and grammar
- Wordcount (+/- 10%)
- Assignment writing guide on the HUB



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FINAL CHECKS

You must submit your assessments as a Word document. The Learner Assessment Brief will clearly explain the format you need to use. Is the correct format used?	✓
You should use black font for submission 1, red for new narrative in submission 2 and blue for new narrative in submission 3.	✓
The CIPD Membership Number must be completed and included in the Learner Assessment Brief together with your name and Cohort Number.	✓
The 'wet' signature and date of submission must be included in every Learner Assessment Brief - you MUST add a new date for each submission	✓
Assessment Criteria Evidence Checklists should ideally be completed for every Learner Assessment Brief - just repeat the example already given (do not put long references here)	✓
Have you included both your long and short references? Are these in the right place? Please check the guidance on the learner platform as to how to do Harvard referencing.	✓
Have you checked your word count? You are allowed 10% + or 10% - the indicative word count.	✓
Have you recorded your wordcount in the correct place in the LAB?	✓
Have you made reference to the Case study if stated in the Learner Assessment brief? You should also try to use examples from your own organisation to support your points where possible.	✓
Have you shown wider reading, use of sources in each of your answers?	✓
Have you used clear sub-headings linked to the elements of the task to help structure your work?	✓
Have you added your submission dates to page 2? A new date should be added for each submission.	✓

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Thank You!