

5HR02 – Talent Management and workforce planning

Grading Grid – Version 1 – Jan 22

Assessment criteria	Fail (1)	Low pass (2)	Pass (3)	High pass (4)
Task 1 – Retention of Talent Proposal briefing paper (2000 words +/- 10%)				
AC 1.1 Explain how organisations strategically position themselves in competitive labour markets.	Insufficient explanation on how organisations strategically position themselves in competitive labour markets.	Acceptable explanation of how “SAP” strategically positions itself in the competitive marketplace. <ul style="list-style-type: none"> Some focus on the characteristics of an employer of choice, employer branding and organisational image, and how these can be applied to “SunEnergy”. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	Good explanation of how “SAP” strategically positions itself in the competitive marketplace. <ul style="list-style-type: none"> Focussed on the characteristics of an employer of choice, employer branding and organisational image, and how these can be applied to “SunEnergy”. Includes good use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	Confident explanation of how “SAP” strategically positions itself in the competitive marketplace. <ul style="list-style-type: none"> Focussed on the characteristics of an employer of choice, employer branding and organisational image, and how these can be applied to “SunEnergy”. Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are <u>applied</u> to the case organisation or an alternative organisation. Answers are clear, concise, well argued, and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the question. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
AC 1.2 Explain the impact of changing labour market conditions on resourcing decisions.	Insufficient explanation of the impact of changing labour market conditions on resourcing decisions.	Acceptable explanation of the changing labour market conditions and its impact in the UK.	Good explanation of the changing labour market conditions and its impact in the UK.	Confident explanation of the changing labour market conditions and its impact in the UK. <ul style="list-style-type: none"> Make sure to discuss the differences between tight and loose labour

		<ul style="list-style-type: none"> • Make sure to discuss the differences between tight and loose labour market trends, focussing specifically on the energy sector. • The explanation should also include the decisions energy companies are taking in relation to retention strategies, recruitment methods and skill shortages in this sector. • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<ul style="list-style-type: none"> • Make sure to discuss the differences between tight and loose labour market trends, focussing specifically on the energy sector. • The explanation should also include the decisions energy companies are taking in relation to retention strategies, recruitment methods and skill shortages in this sector. • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	<p>market trends, focussing specifically on the energy sector.</p> <ul style="list-style-type: none"> • The explanation should also include the decisions energy companies are taking in relation to retention strategies, recruitment methods and skill shortages in this sector. • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well argued, and directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions. • Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
AC 1.3 Discuss the role of government, employers, and trade unions in ensuring future skills needs are met.	Insufficient discussion of the role of government, employers, and trade unions in ensuring future skills needs are met.	Acceptable discussion of the role of the government, employers, and trade unions in ensuring future skill needs are met in the UK global energy sector. <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where 	Good discussion of the role of the government, employers, and trade unions in ensuring future skill needs are met in the UK global energy sector. <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. 	Confident discussion of the role of the government, employers, and trade unions in ensuring future skill needs are met in the UK global energy sector. <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation.

		<p>required, to support answers.</p> <ul style="list-style-type: none"> Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<ul style="list-style-type: none"> Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	<ul style="list-style-type: none"> Answers are clear, concise, and well argued, directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p>AC 3.1</p> <p>Examine turnover and retention trends and the factors that influence why people choose to leave or remain.</p>	<p>Insufficient examination of turnover and retention trends and the factors that influence why people choose to leave or remain.</p>	<p>Acceptable examination of how motivational issues and management style can impact retention and turnover rates within "SunEnergy".</p> <ul style="list-style-type: none"> Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<p>Good examination of how motivational issues and management style can impact retention and turnover rates within "SunEnergy".</p> <ul style="list-style-type: none"> Includes good use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	<p>Confident examination of how motivational issues and management style can impact retention and turnover rates within "SunEnergy".</p> <ul style="list-style-type: none"> Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise, well-argued and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.

<p>AC 3.2</p> <p>Compare different approaches to developing and retaining talent on an individual and group level.</p>	<p>Insufficient comparison of different approaches to developing and retaining talent on an individual and group level.</p>	<p>Acceptable comparison of different approaches to developing and retaining talent.</p> <ul style="list-style-type: none"> • A comparison of two examples which can be used at an individual and two which can be used a group level. • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<p>Good comparison of different approaches to developing and retaining talent.</p> <ul style="list-style-type: none"> • A comparison of two examples which can be used at an individual and two which can be used a group level. • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	<p>Confident comparison of different approaches to developing and retaining talent.</p> <ul style="list-style-type: none"> • A comparison of two examples which can be used at an individual and two which can be used a group level. • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well-argued and directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions. • Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p>AC 3.3</p> <p>Evaluate approaches that an organisation can take to build and support different talent pools.</p>	<p>Insufficient evaluation of approaches that an organisation can take to build and support different talent pools.</p>	<p>Acceptable evaluation of how coaching and mentoring initiatives and performance reviews can be used to build and support different talent pools.</p> <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required 	<p>Good evaluation of how coaching and mentoring initiatives and performance reviews can be used to build and support different talent pools.</p> <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. 	<p>Confident evaluation of how coaching and mentoring initiatives and performance reviews can be used to build and support different talent pools.</p> <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well-argued and directly respond to what has been asked.

		<p>to the structure and presentation of the assignment.</p> <ul style="list-style-type: none"> Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<ul style="list-style-type: none"> Answers are clear and well expressed. 	<ul style="list-style-type: none"> The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p>AC 3.4</p> <p>Evaluate the benefits of diversity in building and supporting talent pools.</p>	<p>Insufficient evaluation of the benefits of diversity in building and supporting talent pools.</p>	<p>Acceptable evaluation of two benefits that diversity can bring to "SunEnergy" with regards to building and supporting talent pools.</p> <ul style="list-style-type: none"> Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<p>Good evaluation of two benefits that diversity can bring to "SunEnergy" with regards to building and supporting talent pools.</p> <ul style="list-style-type: none"> Includes good use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	<p>Confident evaluation of two benefits that diversity can bring to "SunEnergy" with regards to building and supporting talent pools.</p> <ul style="list-style-type: none"> Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise, well-argued and directly respond to what has been asked. The presentation of the assignment is well structured, and coherent and focuses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p>AC 3.5</p> <p>Explain the impact associated with dysfunctional employee turnover.</p>	<p>Insufficient explanation of the impact associated with dysfunctional employee turnover.</p>	<p>Acceptable explanation of the direct and indirect costs associated with dysfunctional employee turnover.</p>	<p>Good explanation of the direct and indirect costs associated with dysfunctional employee turnover.</p>	<p>Confident explanation of the direct and indirect costs associated with dysfunctional employee turnover.</p> <ul style="list-style-type: none"> Includes strong examples that illustrate the point being made, that link and support the answer well.

		<ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	<ul style="list-style-type: none"> • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well-argued and directly respond to what has been asked. • The presentation of the assignment is well structured, and coherent and focuses on the need of the questions. • Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
Task 2 – Written response on the importance of workforce planning, recruitment, and retention (1600 words +/- 10%)				
AC 2.1 Analyse the impact of effective workforce planning.	Insufficient analysis of the impact of effective workforce planning.	Acceptable analysis of the impact of workforce planning in terms of forecasting demand for labour utilising both internal and external sources of supply. <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task 	Good analysis of the impact of workforce planning in terms of forecasting demand for labour utilising both internal and external sources of supply. <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	Confident analysis of the impact of workforce planning in terms of forecasting demand for labour utilising both internal and external sources of supply. <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, and well argued, directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions. • Either confident application and link to workplace practice or includes clear evidence of the use of references to wider reading to help inform answer.

		and presented in a more coherent way.		
AC 2.2 Evaluate the techniques used to support the process of workforce planning.	Insufficient evaluation of the techniques used to support the process of workforce planning.	Acceptable evaluation of the effectiveness of promotion/demotion rates, employee turnover rates and critical incident analysis techniques which are used to support the process of workforce planning. <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	Good evaluation of the effectiveness of promotion/demotion rates, employee turnover rates and critical incident analysis techniques which are used to support the process of workforce planning. <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	Confident evaluation of the effectiveness of promotion/demotion rates, employee turnover rates and critical incident analysis techniques which are used to support the process of workforce planning. <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well argued, and directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions. • Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
AC 2.3 Explain approaches to succession and contingency planning aimed at mitigating workforce risks.	Insufficient explanation of approaches to succession and contingency planning aimed at mitigating workforce risks.	Acceptable explanation of how appraisal can be used to identify who is interested in progression, managing contingency, and mitigating risks through "SunEnergy" developing their own talent pools. <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. 	Good explanation of how appraisal can be used to identify who is interested in progression, managing contingency, and mitigating risks through "SunEnergy" developing their own talent pools. <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. 	Confident explanation of how appraisal can be used to identify who is interested in progression, managing contingency, and mitigating risks through "SunEnergy" developing their own talent pools. <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation.

		<ul style="list-style-type: none"> Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<ul style="list-style-type: none"> Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	<ul style="list-style-type: none"> Answers are clear, concise, well-argued and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
AC 2.4 Assess the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.	Insufficient assessment of the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.	Acceptable assessment of the use of social media and advertising to recruit employees. <ul style="list-style-type: none"> An assessment of interviews and job references as methods of selection. These assessments should highlight strengths and weaknesses. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	Good assessment of the use of social media and advertising to recruit employees. <ul style="list-style-type: none"> An assessment of interviews and job references as methods of selection. These assessments should highlight strengths and weaknesses. Includes good use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	Confident assessment of the use of social media and advertising to recruit employees. <ul style="list-style-type: none"> An assessment of interviews and job references as methods of selection. These assessments should highlight strengths and weaknesses. Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise, well-argued and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.

<p>AC 4.1</p> <p>Assess suitable types of contractual arrangements dependent on specific workforce need.</p>	<p>Insufficient assessment of suitable types of contractual arrangements dependent on specific workforce need.</p>	<p>Acceptable assessment of <u>two</u> different types of contracts "SunEnergy" could introduce for the new staff it is hoping to recruit e.g. zero-hour, contractor contracts.</p> <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. • Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	<p>Good assessment of <u>two</u> different types of contracts "SunEnergy" could introduce for the new staff it is hoping to recruit e.g. zero-hour, contractor contracts.</p> <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	<p>Confident assessment of <u>two</u> different types of contracts "SunEnergy" could introduce for the new staff it is hoping to recruit e.g. zero-hour, contractor contracts.</p> <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well argued, and directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions. • Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p>AC 4.2</p> <p>Differentiate between the main types of contractual terms in contracts.</p>	<p>Insufficient differentiation between the main types of contractual terms in contracts.</p>	<p>Acceptable discussion on the differences between express and implied terms of contracts and what is meant by custom and practice.</p> <ul style="list-style-type: none"> • Sufficient and acceptable examples included, where required, to support answers. • Required format adopted but some improvement required to the structure and presentation of the assignment. 	<p>Good discussion on the differences between express and implied terms of contracts and what is meant by custom and practice.</p> <ul style="list-style-type: none"> • Includes good use of examples, where required, to support each answer. • Presentation and structure of assignment is appropriate for the assessment brief. • Answers are clear and well expressed. 	<p>Confident discussion on the differences between express and implied terms of contracts and what is meant by custom and practice.</p> <ul style="list-style-type: none"> • Includes strong examples that illustrate the point being made, that link and support the answer well. • Answers are applied to the case organisation or an alternative organisation. • Answers are clear, concise, well-argued and directly respond to what has been asked. • The presentation of the assignment is well structured, coherent and focusses on the need of the questions.

		<ul style="list-style-type: none"> Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 		<ul style="list-style-type: none"> Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
AC 4.3 Explain the components and benefits of effective onboarding.	Insufficient explanation of the components and benefits of effective onboarding.	Acceptable explanation of how role information and socialisation can be included in an effective onboarding programme. <ul style="list-style-type: none"> An explanation as to the benefits of onboarding in terms of appreciation of the organisation's culture and norms and employee effectiveness. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. 	Good explanation of how role information and socialisation can be included in an effective onboarding programme. <ul style="list-style-type: none"> An explanation as to the benefits of onboarding in terms of appreciation of the organisation's culture and norms and employee effectiveness. Includes good use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. 	Confident explanation of how role information and socialisation can be included in an effective onboarding programme. <ul style="list-style-type: none"> An explanation as to the benefits of onboarding in terms of appreciation of the organisation's culture and norms and employee effectiveness. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise, well-argued and directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer or a confident application and link to workplace practice.
<p style="text-align: center;">Further information:</p> <p>Please note examples given above are for guidance but not an exhaustive list, therefore if a learner selects to use examples not included above but in line with the criteria they should be graded accordingly.</p>				

