5HR02 – Talent Management and workforce planning

Assessment Session – V1

Session objectives

1 Overview of unit

2 Task details and expectations

3 Activities and criteria expectations

4 Hints and tips

5 Next steps and submission

Avado

What will I gain from this unit?

This unit focuses on the importance of effective workforce planning. It focuses on how proper preparation can have a huge impact when developing diverse talent pools, and contracting your workforce.

It also looks at how poorly managed planning can affect an organisation, and considers the tools and interventions that might mitigate this risk.

Avado

Case study

You are a member of the people practice team within "SunEnergy" Industries:

- You have been asked to help the team understand labour market trends and the impact the changing labour market has on resourcing decisions.

"**SunEnergy**" are moving to more sustainable energy sources.

Objectives

– To recruit staff who have the capabilities and skills to help "**SunEnergy**" move into these new areas of business.

– Retain existing staff who are being poached by competitors.

Avado

5HR02 - Task 1

Task 1 – A Briefing Paper on the Retention of Talent Including Reference to Strategic Positioning and the Labour Market

The manager of the people practice team is looking to organise a training day for the managers so they can learn more about the labour market. They have asked you to prepare a briefing paper for the upcoming event.

Your manager wants you to research the labour market trends, focussing on the best practices of an organisation named **"SAP"** who won the Employer Brand Management Awards in 2022 in five different categories.

You will also need to carry out your own research into the changing labour market conditions across the UK and what different energy companies are doing to retain staff.

Hints and Tips:
Retention of Talent Proposal briefing paper of **2000 words +/- 10%,** refer to the CIPD word count policy. Produce this on a **Word** document and use the assessment criteria **numbers** as the headings.

Avado

Activities and criteria

Task 1

Activity	Criteria	Signpost to the Hub
An explanation of how **"SAP"** strategically positions itself in the competitive marketplace. Focus on the characteristics of employer of choice, employer branding and organisational image, and how these can be applied to **"SunEnergy"** .	AC1.1 - Explain how organisations strategically position themselves in competitive labour markets.	**Week(s) 1**

Hints and Tips:
- Research "**SAP"**.
- Have a look at their website to get a feel for the organisation and how it positions itself.
- Focus on the following areas'; **employer of choice, employer branding and organisational image**.
- Then explain what "**SunEnergy**" could do in each of those areas; employer of choice, employer branding and organisational image.

Avado

Task 1

Activity	Criteria	Signpost to the Hub
An explanation of the changing labour market conditions and its impact in the UK. Make sure to discuss the differences between tight and loose labour market trends, focusing specifically on the energy sector. Your explanation should also include the decisions energy companies are taking in relation to retention strategies, recruitment methods and skill shortages in this sector caused by the recent global crisis.	AC1.2 - Explain the impact of changing labour market conditions on resourcing decisions.	**Week(s) 1**

Hints and Tips:
- Relate your examples to the energy sector.
- Outline the changing labour market conditions in the UK, refer to at least **two examples.**
- Discuss the **differences between tight and loose** labour markets.
- Then explain the decisions energy companies are taking in relation to **1) retention strategies, 2) recruitment methods and 3) skill shortages.**

Avado

Task 1

Activity	Criteria	Signpost to the Hub
A discussion of the role of the government, employers and trade unions in ensuring future skill needs are met in the UK global energy sector.	AC1.3 - Discuss the role of government, employers and trade unions in ensuring future skills needs are met.	**Week(s) 1**

Hints and Tips:

- Discuss **one example** in all three areas; **1) government, 2) employers** and **3) trade unions.**
- Use examples from the UK global energy sector.
- Make sure you cover each area.

Task 1

Activity	Criteria	Signpost to the Hub
An explanation of how motivational issues and management style can impact retention and turnover rates within **"SunEnergy"**.	AC 3.1 - Examine turnover and retention trends and the factors that influence why people choose to leave or remain.	**Week(s) 3**

Hints and Tips:
- **Examine** how motivational issues and management style can impact retention and turnover rates within "**SunEnergy**".
- Talk about **why** these factors cause people to leave or remain.
- Offer **examples** relevant to the sector.

Task 1

Activity	Criteria	Signpost to the Hub
A comparison of how training and development and workplace characteristics can be used to develop and retain talent for individual and groups of employees.	AC 3.2 - Compare different approaches to developing and retaining talent on an individual and group level.	**Week(s) 3**

Hints and Tips:
- Compare **two examples** of methods we can use to develop **individuals**.
- Compare **two examples** of methods we can use to develop **groups**.
- Talk about **how** these methods help us to retain talent.
- **Outline** what is meant by **workplace characteristics**.

Avado

Task 1

Activity	Criteria	Signpost to the Hub
An evaluation of how coaching and mentoring initiatives and performance reviews can be used to build and support different talent pools..	AC 3.3 - Evaluate approaches that an organisation can take to build and support different talent pools.	**Week(s) 3**

Hints and Tips:

- Pros and cons of "**Coaching"**. Give an **example** of the talent pools they can be used to develop.
- Pros and cons of "**Mentoring"**. Give an **example** of the talent pools they can be used to develop.
- Pros and cons of "**Performance reviews'**. Give an **example** of the talent pools they can be used to develop.

Avado

Task 1

Activity	Criteria	Signpost to the Hub
An evaluation of two benefits that diversity can bring to **"SunEnergy"** with regards to building and supporting talent pools.	AC 3.4 - Evaluate the benefits of diversity in building and supporting talent pools.	**Week(s) 4**

Hints and Tips:

- **Two benefits** that diversity can bring to "**SunEnergy**" and include **how** it helps to build and support talent pools.

Task 1

Activity	Criteria	Signpost to the Hub
An explanation of the direct and indirect costs associated with dysfunctional employee turnover.	AC 3.5 - Explain the impact associated with dysfunctional employee turnover.	**Week(s) 4**

Hints and Tips:

- **Define** the term dysfunctional employee turnover.
- *Then* **explain** the **direct** and **indirect** costs associated with it, include examples to support your answer

Chat

Task 1 - Understanding checkpoint

Avado

5HR02 - Task 2

Task 2 – Written response

The People Practice Manager of "SunEnergy" has asked you to produce a written response which will focus on the importance of workforce planning, recruitment and retention. It will cover workforce planning, mitigating risks of developing your own talent pools, different types of contracts, recruitment and selection methods, effective on-boarding programmes. You will need to include research and link in business examples to support your research and show further depth.

A simple written response to the questions, there is no need for an introduction or conclusion.

Hints and Tips:

Provide a simple written response on the importance of workforce planning, recruitment, and retention of 1600 words +/- 10%, refer to the CIPD word count policy. Produce this on a Word document and use the assessment criteria **numbers** as the headings.

Task 2

Activity	Criteria	Signpost to the Hub
An analysis of the impact of workforce planning in terms of how it can help us to forecast demand for labour and determine where to source it from.	AC 2.1 - Analyse the impact of effective workforce planning.	**Week(s) 2**

Hints and Tips:

- Talk about **how** and **why** workforce planning helps us to forecast demand for labour and how it helps us to forecast supply and where we source it from - internal/external.
- Consider the **benefits** and **drawbacks** of internal and external sources of supply.

Avado

Task 2

Activity	Criteria	Signpost to the Hub
An evaluation of the effectiveness of two techniques which are used to support the process of workforce planning.	AC 2.2 - Evaluate the techniques used to support the process of workforce planning.	**Week(s) 2**

Hints and Tips:
- **Analyse** how each of the following can help support the process of workforce planning.
- **1) promotion/demotion rates, 2) employee turnover rates 3) critical incident analysis techniques**.
- Consider the **benefits** of these techniques and some of the issues/**drawbacks** associated with them in relation to workforce planning.

Avado

Task 2

Activity	Criteria	Signpost to the Hub
An explanation of how appraisals can be used to identify who is interested in progression, managing contingency and mitigating risks through **"SunEnergy"** developing their own talent pools.	AC 2.3 - Explain approaches to succession and contingency planning aimed at mitigating workforce risks.	**Week (s) 2**

Hints and Tips:
- **Define** succession and contingency planning.
- Then **explain** how appraisals can be used in both **succession** and **contingency planning**; to help identify talent and those who are interested in progression, and **how** this helps us to develop talent pools and mitigate workforce risks.

Avado

Task 2

Activity	Criteria	Signpost to the Hub
An assessment of the use of social media and advertising to recruit employees. An assessment of interviews and job references as methods of selection. These assessments should highlight strengths and weaknesses.	AC 2.4 - Assess the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.	**Week(s) 2**

Hints and Tips:
- **Assess** social media and advertising as methods to recruit employees.
- **Assess** interviews and job references as methods of selection.
- Consider the **strengths and weaknesses** of each method then offer a **summary** of your points.

Task 2

Activity	Criteria	Signpost to the Hub
An assessment of how **"SunEnergy"** could introduce zero-hour and contractor contracts for the new staff it is hoping to recruit.	AC 4.1 - Assess suitable types of contractual arrangements dependent on specific workforce need.	**Week(s) 4**

Hints and Tips:

- **Assess** zero-hour and contractor contracts.
- Consider the **pros and cons** of each type of contractual arrangement.
- Think about which would be most suited to "**SunEnergy**".

Task 2

Activity	Criteria	Signpost to the Hub
Differentiate between the main types of contractual terms in contracts (express and implied terms) and explain what custom and practice means.	AC 4.2 - Differentiate between the main types of contractual terms in contracts.	**Week(s) 5**

Hints and Tips:

- **Define** express and implied terms of contracts.
- **Discuss** how these are different, **use examples** to support your discussion.
- Then **explain** what is meant by custom and practice.

Task 2

Activity	Criteria	Signpost to the Hub
An explanation of how role information and socialisation can be included in an effective onboarding programme. An explanation as to the benefits of onboarding in terms of appreciation of the organisation's culture and norms and employee effectiveness.	AC 4.3 - Explain the components and benefits of effective onboarding.	**Week (s) 5**

Hints and Tips:
- **Explain** what role information and socialisation are and **how** they can be included in an effective onboarding programme.
- Explain the **benefits** of onboarding in terms of appreciation of the organisation's culture and norms, and employee effectiveness.

Chat

Task 2 - Understanding checkpoint

Avado

5HR02 – Further information

https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet#gref

https://www.cipd.co.uk/knowledge/strategy/resourcing#gref

https://www.cipd.co.uk/Images/good-work-index-summary-report-2020-1_tcm18-79211.pdf

SAP Resources:

https://www.personneltoday.com/hr/personnel-today-awards-2019-shortlist-employer-branding-award/

https://blogs.sap.com/2019/04/21/sap-winning-at-2019-employer-brand-management-awards-ebma/

5HR02 – Important information

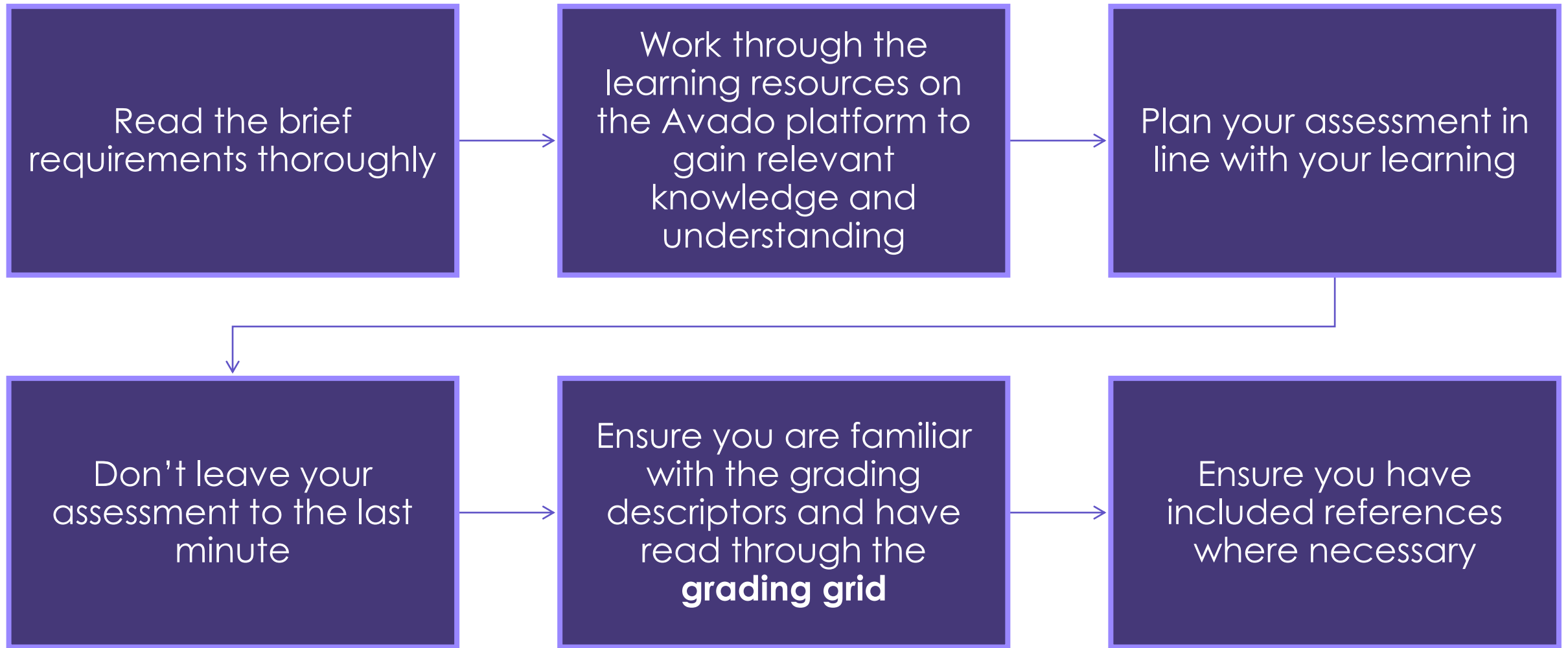**Wordcount:**

Task 1: 2000 words +/- 10%

Task 2: 1600 words +/- 10%

Please refer to the new CIPD word count policy

Submission file: (name your files as follows)

- Name - 5HR02 Submission - Cohort

Avado

Next steps:

Read the brief requirements thoroughly	→	Work through the learning resources on the Avado platform to gain relevant knowledge and understanding	→	Plan your assessment in line with your learning

Don't leave your assessment to the last minute	→	Ensure you are familiar with the grading descriptors and have read through the **grading grid**	→	Ensure you have included references where necessary

Avado

Question time

Avado