

5HRO2 – TALENT MANAGEMENT
AND WORKFORCE PLANNING
EXTRA SUPPORT

Articles, Videos and Question bank /
Reflective questions

Learning Outcome 1:

AC 1.1

QUESTIONS

- Define the term 'labour market'.
- What is meant by employer branding?
- How do organisations promote employer branding?
- How can organisations strategically position themselves?

ARTICLES

- <https://www.linkedin.com/pulse/how-employer-choice-increasingly-competitive-labour-demetra/>
- <https://www.peoplekeep.com/blog/five-tactics-to-become-an-employer-of-choice>
- <https://gohire.io/blog/employer-branding-in-job-advertising>
- <https://youmatter.world/en/definition/definitions-employer-branding-definition-examples/>
- <https://www.linkedin.com/pulse/what-does-mean-employer-choice-earnipay/#:~:text=An%20employer%20of%20choice%20is,advantageous%20position%20to%20be%20in.>
- <https://www.peoplehum.com/glossary/talent-war>
- <https://blog.hubspot.com/marketing/competitive-analysis-kit>
- <https://hireology.com/blog/the-5-key-benefits-of-a-strong-employer-brand/>

VIDEOS

- https://www.youtube.com/watch?v=gW_CCBECgsc
- https://www.youtube.com/watch?v=lpmfldpJV_Y

AC 1.2

QUESTIONS

- How can organisations deal with a skills shortage in a tight labour market?
- What are 4 factors that affect the labor market?
- How does the PESTLE analysis with the labour market?

ARTICLES

- <https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/>
- <https://harver.com/blog/labor-market-tight-slack/>
- <https://www.cipd.org/uk/knowledge/reports/labour-market-outlook/>
- <https://www.paydata.co.uk/hr-hub/blogs/how-to-do-a-pestle-analysis-for-your-human-resources-planning/>
- <https://www.linkedin.com/pulse/5-trends-shape-labor-market-beyond-2023-mgcbg-middle-east/>
- <https://www.nhsemployers.org/publications/labour-market-trends-2022>
- <https://www.thenationalnews.com/business/money/2023/03/16/what-are-the-global-trends-shaping-the-world-of-work-in-2023/>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingflexibleworkarrangements.aspx>
- <https://www.nibusinessinfo.co.uk/content/advantages-employing-and-retaining-older-workers>
- https://www2.deloitte.com/content/dam/Deloitte/xe/Documents/About-Deloitte/mepovdocuments/mepov19/out-of-the-shade_mepov19.pdf

VIDEOS

- <https://www.youtube.com/watch?v=GFVKKTwkANY>
- <https://www.youtube.com/watch?v=YEGSApSJPkc>
- <https://www.youtube.com/watch?v=noSF-R1JfGk>
- <https://www.youtube.com/watch?v=2puy44xUO2M>
- <https://youtu.be/GFVKKTwkANY>

AC 1.3

QUESTIONS

- What is the role of unions in ensuring future skills needs are met?
- How do employers ensure the organisation is proactive when it comes to future skills needs?

ARTICLES

- https://www.ilo.org/budapest/whats-new/WCMS_771885/lang--en/index.htm
- <https://uniontrack.com/blog/unions-reskill-workers>
- <https://www.cipd.org/uk/knowledge/factsheets/skills-factsheet/>
- <https://www.brookings.edu/research/the-role-of-employers-in-addressing-the-skills-gap/>
- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1078091/Understanding_current_and_future_skills_needs_-_Policy_Report.pdf
- <https://www.businesswest.co.uk/blog/5-steps-ensure-your-business-has-skills-it-needs-now-and-future>

VIDEOS

- <https://www.cipd.org/uk/about/news/essential-skills-framework/>
- <https://www.youtube.com/watch?v=l64hXEfXpws>

Learning Outcome 2:

AC 2.1

QUESTIONS

- What is the main objective of workforce planning?
- What is the role of the People Function in workforce planning?
- What are the workforce factors that influence demand?
- How is the balance demand and supply of manpower?

ARTICLES

- <https://www.indeed.com/career-advice/career-development/workforce-planning>
- <https://www.unleash.ai/strategy-and-leadership/workforce-planning/>
- <https://www.localize.com/blog/improve-workforce-planning>
- <https://www.linkedin.com/pulse/impact-strategic-workforce-planning-hr-processes-chantelle-miller/>
- <https://www.saviom.com/blog/signs-you-dont-have-an-effective-workforce-planning-strategy/#:~:text=Without%20property%20operational%20and%20strategic,top%20talent%20and%20stunted%20growth.>
- <https://www.investopedia.com/terms/f/forecasting.asp>
- <https://www.cipd.org/uk/knowledge/factsheets/workforce-planning-factsheet/>
- <https://www.selecthub.com/hris/workforce-management/workforce-planning-age-telecommuting/#:~:text=Workforce%20planning%20can%20accomplish%20a,would%20benefit%20from%20additional%20training.>
- <https://www.investopedia.com/terms/f/forecasting.asp>
- The Many Merits of Workforce Planning | Podcast | CIPD

VIDEOS

- <https://www.youtube.com/watch?v=JecvLpZFtA>
- <https://www.youtube.com/watch?v=2lwjl6iED9A>

AC 2.2

QUESTIONS

- What techniques are used for workforce planning?
- How can workforce planning be strategic?

ARTICLES

- <https://www.businessmanagementdaily.com/68084/5-workforce-planning-tools-and-how-to-use-them/>
- <https://www.forbes.com/advisor/business/workforce-planning/>
- <https://www.personio.com/hr-lexicon/using-the-9-box-grid/>
- <https://accountlearning.com/advantages-and-disadvantages-of-scientific-management/>
- <https://smallbusiness.chron.com/managerial-judgment-34613.html>
- <https://www.linkedin.com/pulse/general-introduction-techniques-hr-planning-gia-linh-nguyen/>
- <https://byjus.com/commerce/advantages-and-disadvantages-of-ratio-analysis/>
- <https://smallbusiness.chron.com/managerial-judgment-34613.html>
- <https://www.linkedin.com/pulse/general-introduction-techniques-hr-planning-gia-linh-nguyen/>
- <https://byjus.com/commerce/advantages-and-disadvantages-of-ratio-analysis/>
- <https://smallbusiness.chron.com/ratio-analysis-hr-forecasting-35193.html>

VIDEOS

- <https://www.youtube.com/watch?v=gKQcZ7sAEQI&t=36s>
- <https://www.youtube.com/watch?v=lx70HodtHq0>
- <https://www.youtube.com/watch?v=cvC9hnyTm6o>
- <https://www.youtube.com/watch?v=Efzos3dtP-o>

AC 2 .3

QUESTIONS

- What is succession planning and why is it important?
- What is contingency planning?

ARTICLES

- <https://www.techtarget.com/whatis/definition/contingency-plan>
- <https://www.forbes.com/advisor/business/contingency-plan/>
- <https://www.aihr.com/blog/succession-planning/>
- <https://www.insperity.com/blog/benefits-of-succession-planning/>
- <https://www.mindtools.com/atmeku3/contingency-planning>
- https://thetalententerprise.com/assessing-leaders/?gclid=EAlaIqobChMIzuWI4oSk_wIVjZRoCR1tUQpdEAAYASAAEgJWn_D_BwE
- <https://www.financierworldwide.com/mitigating-succession-planning-risk>
- <https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/succession-planning/#:~:text=Succession%20planning%20is%20the%20process,individuals%20to%20assume%20those%20positions.>
- <https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/succession-planning/#:~:text=Succession%20planning%20is%20the%20process,individuals%20to%20assume%20those%20positions.>
- <https://empxtrack.com/blog/succession-planning-is-the-best-way-to-mitigate-attribution-risks/#:~:text=Succession%20planning%20reduces%20employee%20attrition,them%20grow%20into%20better%20professionals.>
- <https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/human-resource-forecasting/#:~:text=1.-,Managerial%20Judgement,and%20approves%20the%20departmental%20estimates.>

VIDEOS

- <https://www.youtube.com/watch?v=PmVh5jkol4>
- <https://www.youtube.com/watch?v=Eq97AQLNwHI>
- <https://youtu.be/D1ydf8Q9JL0>

AC 2 .4

QUESTIONS

- What are some methods firms use to recruit applicants?
- Which selection method is mostly used by the organization?
- How do you assess a candidate in an interview?

ARTICLES

- <https://www.4cornerresources.com/blog/methods-of-recruitment-selection/>
- <https://www.careeraddict.com/advantages-and-disadvantages-of-online-recruitment>
- <https://content.wisestep.com/top-advantages-disadvantages-job-posting/>
- <https://www.indeed.com/career-advice/interviewing/interview-candidate>
- <https://blog.grovehr.com/10-ways-to-identify-a-good-candidate-in-interview>
- <https://in.indeed.com/career-advice/interviewing/advantages-and-disadvantages-of-interviews>
- <https://www.bbc.co.uk/bitesize/guides/zm98kmn/revision/4>
- <https://www.strategies.co.uk/top-5-benefits-of-a-career-site/>
- <https://smallbusiness.chron.com/weaknesses-recruitment-process-15741.html>
- <https://www.linkedin.com/pulse/pros-cons-online-recruitment-lauren-fraser/>
- <https://www.personio.com/hr-lexicon/recruitment-methods-for-hr/>

VIDEOS

- <https://www.youtube.com/watch?v=guUOm fq303s>
- https://www.youtube.com/watch?v=ZOyvV_j8chl

Learning Outcome 3:

AC 3.1

QUESTIONS

- What are the main reasons of employee turnover?
- Is employee turnover good or bad?
- What is functional turnover vs dysfunctional turnover?

ARTICLES

- <https://www.aihr.com/blog/dysfunctional-turnover/>
- <https://www.linkedin.com/pulse/serious-effects-employee-turnover-joeffri-matriano/>
- <https://www.exudeinc.com/blog/reasons-employees-stay-at-companies/>
- <https://snacknation.com/blog/how-to-retain-employees/>
- <https://www.techtarget.com/searchhrsoftware/definition/employee-retention>
- <https://www.quantumworkplace.com/future-of-work/employee-turnover-trends>
- <https://www.netsuite.com/portal/resource/articles/human-resources/employee-turnover.shtml>
- <https://genesishrsolutions.com/peo-blog/types-of-employee-turnover/#:~:text=Functional%20turnover%20means%20poor%20performers,and%20expectations%20of%20the%20position.>
- <https://bizfluent.com/info-8154593-difference-functional-dysfunctional-employee-turnover.html>
- <https://woman.thenest.com/difference-between-functional-dysfunctional-employee-turnover-18896.html>
- <https://theleaderboy.com/functional-and-dysfunctional-turnover/>
- <https://www.netsuite.com/portal/resource/articles/human-resources/employee-turnover.shtml>
- <https://genesishrsolutions.com/peo-blog/types-of-employee-turnover/#:~:text=Functional%20turnover%20means%20poor%20performers,and%20expectations%20of%20the%20position.>

VIDEOS

- <https://www.youtube.com/watch?v=twWZfKg9CHw&t=19s>
- <https://www.youtube.com/watch?v=tgH9GDZInNc>

AC 3.2

QUESTIONS

- What are the talent management strategies?
- What is the difference between talent management and people strategy?
- How do organisations promote talent retention?

ARTICLES

- <https://www.aihr.com/blog/what-is-talent-management/>
- <https://www.forbes.com/advisor/business/what-is-talent-management/>
- <https://www.forbes.com/advisor/business/employee-retention-strategies/>
- <https://blog.empuls.io/talent-management-strategy/#:~:text=What%20is%20talent%20management%3F,as%20the%20talent%20management%20lifecycle.>
- <https://www.spiceworks.com/hr/talent-management/articles/what-is-talent-management/>

VIDEOS

- <https://www.youtube.com/watch?v=KCAAnXgdLREs>
- <https://www.youtube.com/watch?v=o88-FAcErtE>
- <https://www.youtube.com/watch?v=2UqiSFAEUx4>

AC 3.3

QUESTIONS

- How do organisations create talent pools?
- What is the importance of talent pools in organizations?

ARTICLES

- <https://www.cipd.org/uk/the-people-profession/careers/roles/talent-management/>
- <https://smallbusiness.chron.com/talent-pool-organization-59467.html>
- <https://www.cornerstoneondemand.com/resources/article/5-steps-creating-organizational-talent-pools/>
- <https://www.employeeconnect.com/blog/talent-pool/>
- <https://www.betterteam.com/talent-pool>
- <https://www.smartrecruiters.com/resources/glossary/talent-pool/>

VIDEOS

- <https://www.youtube.com/watch?v=vx2WaecrbNM>
- <https://www.youtube.com/watch?v=6b9oAo6Q8Zs&t=1s>
- <https://www.youtube.com/watch?v=f9vvzIH2loA>

AC 3 .4

QUESTIONS

- How do organisations ensure your talent pool is diversified and inclusive?
- What is the importance of diversity in talent pool?

ARTICLES

- <https://www.nesfircroft.com/resources/blog/effective-recruitment-strategies-for-diversifying-your-talent-pool/>
- <https://technologyadvice.com/blog/human-resources/diverse-talent-pool-strategy/>
- <https://totalent.eu/five-tips-to-diversify-and-expand-talent-pools-and-solve-talent-shortages/>

VIDEOS

- <https://www.youtube.com/watch?v=MI-THIAYJFk>
- <https://www.youtube.com/watch?v=eZTsS2IhQQ>

AC 3 .5

QUESTIONS

- What are the types of dysfunctional turnover?
- What are the effects of dysfunctional turnover on the organization?

ARTICLES

- <https://www.getworkify.com/blog/dysfunctional-turnover-what-it-is-how-to-avoid/>
- <https://www.sesamehr.com/blog/what-are-the-four-types-of-employee-turnover/>
- <https://open.lib.umn.edu/humanresourcemanagement/chapter/7-1-the-costs-of-turnover/#:~:text=Direct%20turnover%20costs%20include%20the,of%20production%20and%20reduced%20performance.>
- <https://www.getworkify.com/blog/dysfunctional-turnover-what-it-is-how-to-avoid/#:~:text=What%20Is%20Dysfunctional%20Turnover%3F,it%20has%20on%20your%20capital.>
- Employee Turnover & Retention | Factsheets | CIPD

VIDEOS

- <https://www.youtube.com/watch?v=bgCrayaQ9dc>
- <https://www.youtube.com/watch?v=6spMKV1mDH0>
- <https://www.youtube.com/watch?v=qmsL7laGhEs>
- **Learning Outcome 4:**

AC 4.1

QUESTIONS

- What is the purpose of an employment contract?
- What are the different types of employment contracts?

ARTICLES

- <https://www.gov.uk/employment-contracts-and-conditions>
- <https://www.reed.co.uk/career-advice/types-of-employment-contracts/>
- <https://www.cipd.org/uk/knowledge/factsheets/terms-conditions-contracts-factsheet/>
- <https://www.hcrlaw.com/blog/zero-hours-contracts/>

VIDEOS

- <https://www.youtube.com/watch?v=tYgslyLUCMs&t=12s>
- https://www.youtube.com/watch?v=Yr9YU1z_tt4

AC 4.2

QUESTIONS

- What are express terms vs implied terms in an employment contract?
- What are some incorporated terms mentioned in an employment contract?

ARTICLES

- <https://harperjames.co.uk/article/contracts-express-and-implied-terms/>
- <https://www.complexbusinesslitigation.com/business-copyright-faq/what-are-the-implied-terms-in-a-contract/>
- <https://www.warnergoodman.co.uk/site/blog/news/what-are-the-implied-terms-in-an-employment-contract>

VIDEOS

- <https://www.youtube.com/watch?v=r4K1chisYlw>
- <https://www.youtube.com/watch?v=Qc1ZTJKR0rl>

AC 4 .3

QUESTIONS

- What is the role of HR in the onboarding process?
- What is the process of orientation for new recruits?

ARTICLES

- <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>
- <https://resources.workable.com/tutorial/what-is-onboarding>
- <https://www.indeed.com/career-advice/starting-new-job/job-orientation-process>
- <https://www.encompassinsurance.com/insurance-resources/agency-insights/successful-onboarding.aspx>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understanding-employee-onboarding.aspx#:~:text=%22Onboarding%22%20refers%20to%20the%20pr,ocesesses,%2C%20vision%2C%20mission%20and%20values.>
- <https://www.hr.admin.cam.ac.uk/hr-staff/information-new-starters/induction>
- <https://harperjames.co.uk/article/contracts-express-and-implied-terms/>
- <https://www.davidsonmorris.com/custom-and-practice/#:~:text=Custom%20and%20practice%20refers%20to,become%20ac,cepted%20as%20the%20norm.>
- <https://www.acas.org.uk/employment-contracts-and-the-law/types-of-terms-in-a-contract#:~:text=%27incorporated%20terms%27%20%20these%20are,an%20agreement%20affecting%20many%20employees>
- <https://www.tuc.org.uk/guidance/what-difference-between-implied-and-express-terms-employment-contract#:~:text=Express%20terms%20typically%20include%20pay,to%20rel,ocate%20in%20certain%20circumstances.>
- <https://www.acas.org.uk/employment-contracts-and-the-law/types-of-terms-in-a-contract#:~:text=%27express%20terms%27%20%20specific%20terms,not%20need%20to%20be%20written>
- <https://www.docusign.co.uk/blog/discover-these-7-types-employment-contract>
- <https://www.goughs.co.uk/news/the-purpose-and-importance-of-an-employment-contract/#:~:text=we%20can%20help.-,What%20is%20the%20purpose%20of%20an%20employment%20contract%3F,during%20the%20term%20of%20employment.>

VIDEOS

- https://www.youtube.com/watch?v=vf9EYg_Hfeg&t=2s
- <https://www.youtube.com/watch?v=TfOcbqjpRS8>
- <https://youtu.be/KjoQ2afj2bo>