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# Task1

## AC1.1 Explain how organisations strategically position themselves in competitive labour markets.

In the current scarce talents in labor market, organizations must do very hard effort to win the top talents by becoming employer of choice, enhance its employer brand, and position itself in the market and perfect its organizational image among others.

SAP is a renowned technology company who won *employer branding* award. SAP came up with a campaign that reflects the importance of work-life balance (Clark, 2019). Work-life balance is an important factor that help organizations boost its employer branding. SunEnergy can take a similar route and enhance employee’s well-being and work-life balance to support its employer branding.

Clark (2019) explains that the message of SAP was to “Bring Everything You Are. Become Everything You Want” which have the opportunity, purpose and growth meaning. That means that the culture of SAP empowers their employees to advance their career on their own terms and encourage them to leave a legacy and provide them with the resources to advance their skills. That positive experience plays a significant role for an organization to be an *employer of choice* (McCartney, 2017).

SunEnergy could focus on L&D activities including self-directed and social learning to empower employees to be able to position itself as an employer of choice.

SAP has a wide range of diverse workforce including people with disability, refugees, and women in leadership positions (Clark, 2019). Diversity and inclusion do not only play a significant role legally, but it also improves the company’s image worldwide. SunEnergy must work hard to be an inclusive workplace that has a diverse workplace.

## AC1.2 Explain the impact of changing labor market conditions on resourcing decisions.

The resourcing strategies and decisions are informed by labor market in which the organization operates, and they are governed by supply and demand of human resources. The human resources demand is estimated by adding the current employment and the work they provide and the unfilled vacancies while the supply is measured by the current employment added to the number of unemployed people. The balance between the two influence resourcing decisions. A tight labor market is a market in which the demand for employment is relatively higher than the supply of human resources in the market. Hence, unemployment rate is low. Slack or loose market, conversely, is a market when the supply is relatively higher than the demand with lots of job-seekers and low number of vacancies (CIPD, 2022 a).

In the UK, the green jobs are growing four times faster than any other job with 2.2 % of all new jobs are classified green (Lawson, 2022). That implies that the labor market in the energy market is a tight market which increases the cost of employment. Due to the high demand in energy market, robust strategies need to be developed to retain current skills in the organization.

Employees in energy sector, like any sector, seek competitive salary, career opportunities, and work life balance. So, energy companies should focus on training and development activities while offering flexible work arrangements to promote skill shortage and retention. In terms of recruitment methods, they should focus on methods that attract Millennials and Gen Z ‘zoomers’ (Oil and Gas Job Search, 2022).

## AC1.3 Discuss the role of government, employers, and trade unions in ensuring future skills needs are met.

The UK ambition towards the Zero Net by 2050 is a challenge and needs collaboration between government, employers, and trade unions to fill skills gap.

The government:

The government has been focusing on higher education on the expense of vocational education (CIPD, 2022b). One potential role of the government is to focus on vocational education, in addition to higher education, in the field of green energy. For example, a budget could be allocated to the intermediate education level in energy education. In addition, it could position as a suitable study and career choice for younger generation (Mason, 2022).

Employers:

Employers should invest in the education and training of the potential future workforce. For example, energy sector employers should co-fund with the government in energy discipline education and training (Pavón and De Diego, 2019). Employers also should provide robust and competitive apprenticeship programs for workforce. Apprenticeship programs enables future workforce acquire the academic learning and education as well as on-the-job-training that provide them with the necessary skills in the energy sector.

Trade unions:

Statistics show that 37% of trade union members get regular training and development opportunities compared to 22% of their non-unionized counterparts (TUC, 2021). Trade unions, therefore, has a significant role in providing the necessary training and development activities to its members by working with employers. So, the role of trade unions working in energy industry is to work with employers to reskill and upskill the workforce to ensure future needs are met.

## AC3.1 Examine turnover and retention trends and the factors that influence why people choose to leave or remain.

Employee turnover and retention rate are a great concern for organizations especially in tight market like energy industry in which SunEnergy operates in. Motivation and management styles are two typical factors that influence people choice to stay or leave an organization.

Motivational issues:

According to Herzberg’s motivation-hygiene theory, there are two mutually exclusive factors that influence motivation: motivators and hygiene factors. Motivators are the factors that keep employees motivated and satisfied like achievement, recognition, advancement, and growth. While hygiene factors are those that must be provided to the employee like job security, working conditions, and relationships. Lack of hygiene factors does not motivate employees, but it leaves them neutral, neither motivated of demotivated while motivators boost employee satisfaction (Nickerson, 2023). A study by Samuel and Chipunza (2009) found that factors like training and development, sense of belonging to the organization help retention rate in organizations. Consequently, SunEngery need to focus on L&D to retain current talents.

Management Style:

It is always said that “people leave managers not companies”. That sentence implies how much management style has a significant impact on employee retention and turnover rate. Employees might have excellent perks and benefits and awesome colleagues but terrible management style; they would choose to move to another place (Light house, n.d.). That is especially true in a tight market like green energy industry in which SunEnergy works in. A study showed that 56% of employees would work for a great boss rather than 10% pay increase (Maximillion, n.d). It is therefore vital for SunEnergy managers to adopt desirable style to retain its talents.

## AC3.2 Compare different approaches to developing and retaining talent on an individual and group level.

Developing Individuals:

There are several methods that could be utilized to develop and retain talents in an organization. Coaching and mentoring are typical development approach for developing individuals. Although coaching and mentoring are grouped together and dealt with interchangeably, there are many similarities and difference between them.

Both approaches are meant to upskill and develop the talents in the organization, and they give the individuals the responsibility for their own personal and career development.

Mentoring is a longer and more informal relationship between a mentor and a mentee than the coaching relationship that has certain objectives in a limited time frame. As mentorship is a more informal one, it is more likely to be a voluntarily relationship without any charges included. While coaching has a more formal context in which the coach charges for their service (Cronin, 2022).

Developing teams:

While coaching and mentoring can be utilized in one-to-one basis, other approaches like RACI model and situational leadership theory could be used to develop a group.

RACI model is used to determine who should be responsible, accountable, consulted, informed about the progress of a certain project. Giving accountability to a group makes it share knowledge and skills to achieve what is required, and hence develop (Watts and Miranda, 2022).

Situational leadership theory determines the management style based on teams’ maturity: telling, selling, participating, delegating. Manager should choose between those four styles based on the skills and experience. Should the teams’ members show high skill and development, it is time for delegating tasks for them (Cherry, 2023).

## AC3.3 Evaluate approaches that an organisation can take to build and support different talent pools.

There are several approaches that SunEnergy can take to support and develop its talents; they include but not limited to:

Performance Reviews:

Performance review is a fundamental part in any organization to appraise performance of employees and determine strengths and weakness based on which there will be a clear professional development plan (Schneider, 2017). However, in SunEnergy, it is sometimes taken as a tick the box exercise on annual basis and do not perform its intended goal. It can be used, for example, to spot top performers for future advancement and mediocre for development.

Coaching:

The coaching goal is to reach attainable goals and objectives that add value to the employee in terms of their performance and competence. Effective coaching focuses on performance goals and continual feedback (Personio, n.d.). It is, therefore, can help support and build talents for future challenges in the energy industry. Coaching comes with its own challenges, though. Managers at SunEnergy are not qualified to be effective coaches to make the best of employees. Moreover, there is no buy-in from employees to help effective coaching (Ward, 2021).

Mentoring:

Mentoring is the relationship when a more experienced employee guides a less experienced one. For example, a new hire at Sunenergy is mentored by an experienced employee. It helps the new employee to save time and effort instead of trial-and-error approach. However, the mentoring relationship might be forced. For example, a new hire might be assigned to a busy employee who cannot give them the best support to build their skills (Joseph, 2019).

## AC3.4 Evaluate the benefits of diversity in building and supporting talent pools.

Diverse workplace where there are different genders, abilities, color, backgrounds, experiences benefit a lot from the variety of talents they have in many ways (CIPD, 2022 c).

Diversity attracts talent.

Employees tend to work for an organization that has a diverse culture to be valued and respected. 67% of job seekers said that diversity in the workplace is crucial element when they evaluate the organization they are going to work for (Wessinger, 2017). In green energy industry where talent is rare, Sunenergy would benefit from a diverse workforce that could attract talents to its talent pool. Word of the mouth on job sites, glassdoor for example, helps the reputation of Sunenergy to be known as a diverse workforce.

Reaching diversity in the workplace is very tough job, though. Focusing on employing different sexual orientation and colors makes it difficult to deploy those people in different aspects of the business. The target of the organization might be reaching diversity score on the account of business needs.

Development, innovation and decision making.

Having a talent pool of different educational backgrounds, experiences, and skill sets helps the organization to have a pool of different ideas and perspectives. That pool of ideas helps the organization with more innovation and development and helps in problem solving and decision making (therecruitmentconsultancy, 2022). In addition, diversity enables Sunenergy of better understanding of the problems to make informed decisions. However, diversity is not enough to unleash the full potential of employees and get the most of their experience; they need to feel valued, empowered and feel safe to engage with Sunenergy (CIPD, 2022c).

## AC3.5 Explain the impact associated with dysfunctional employee turnover.

Dysfunctional employee turnover is when a dedicated and top performer employee leaves the organization for any reason (McInerney, 2023). Employee turnover has a devastating impact on organizations especially dysfunctional turnover where good performers leave and poor performers stay. The cost of losing an employee can range from 25% to 200% of employee salary (UMN, 2016)

Direct Costs:

The process of attraction, recruitment, selection, and onboarding are a direct cost due to dysfunctional employee turnover. In a tight market in which SunEnergy works in, there is already high demand for talents to work in the green energy industry. It is, therefore, highly costly to find an appropriate talent as a replacement for the quitters. In addition, the lost productivity during the time of finding another employee and training them to be productive also counts: the opportunity cost.

Indirect Costs:

In addition to direct costs, there are hidden costs that impact existing good employees. Turnover is contagious (Weisser, 2022). When current employees see that their colleagues leave the organization for another one, their aspiration would be higher for a better salary or position. Losing good performers means also losing good knowledge and skills which will impact organizational performance. For example, when an engineer in wind energy department leaves the organization, it means that their skills are lost and it is not an easy task to compensate for it.

# Task 2

## AC2.1 Analyze the impact of effective workforce planning.

Workforce planning is a process to forecast and analyze the supply and demand of workforce in an organization to ensure the organization has the right talent at the right time (HR-NHS, n.d.). Absence of proper workforce planning, however, makes the organization reactive and hire and fire based on short-term organizational needs (CIPD, 2018). SunEnergy should effectively forecast the demand for talent to predict the type of people that could be able to provide the skills for clean energy. To fill the gap between what the organization has and what it needs, there are two alternatives: internal and/or external source of supply.

* Internal sources of supply: when the candidates are from within the organization. Internal source of supply is a cost-effective option as it eliminates the cost recruitment, onboarding, and training. Also, internal candidates have lower learning curve as they are aware of the company and its culture (Odonnell, 2018). However, the number of candidates is limited, and it creates a gap in the team in which an external candidate should be hired.
* External sources of supply: The supply of external candidates is much larger than internal pool, and it brings new blood to the organization that create room for creativity (Odonnell, 2018). Nevertheless, it burdens the organization’s budget with recruitment and training costs. The learning curve for new hires is steep for new hires as well.

## AC2.2 Evaluate the techniques used to support the process of workforce planning.

* Promotion/Demotion rates.

Promotion and demotion rates give an indication about the head count of senior and junior employees across the organization. Using these figures in workforce planning help determine openings for senior or junior posts in the plan. It is also useful in succession planning. However, it does not give an indication about the number of posts needed in each senior or junior level.

* Employee turnover rates.

Employee turnover rate gives an indication about the skills gap in the organization. For example, if turnover rate is high, it gives an indication that the plan for recruitment must compensate the employees who left the organization. Although turnover rate gives an overall view about skills gap, it does not provide a detailed account for the type of skills needed to fill the gap.

* Critical Incident Analysis (CIA):

It is used to collect information about how an incident, or a project is done including knowledge, skills, abilities, and other attributes (KSAO) (MBA Skool, 2020) in the form of storytelling from an employee to an observer. The information collected using CIA is helpful to re-engineering job descriptions and person specifications which are essential tools for workforce planning. They draw a picture about potential candidates and their KSAOs. Nevertheless, the information collected is subjective and prone to accuracy of the observer or honesty of the employee.

## AC2.3 Explain approaches to succession and contingency planning aimed at mitigating workforce risks.

Succession planning is the process of effectively filling the business key roles should they leave the organization (CIPD, 2022b). It entails providing employees with necessary knowledge and skills for senior or critical positions. Contingency planning is planning for the business as usual through expecting unusual actions in the business (Morrison, 2012). In other works, SunEnergy should be ready for the short-term and long-term absence of key roles in the organization.

Not everybody will be interested in progression to be in a senior role position, so continuous appraisal to individuals to determine their capability as well as their tendency to be in a senior role is a fundamental aspect of succession planning and creating a talent pool. For example, when a senior engineer at SunEnery leaves the organization (workforce risk), the succession plan is ready in place and have the talent pool from which a talent is ready to take the position.

Likewise, SunEnergy should have a contingency plan in place should unexpected instances happened. For example, an engineer has fallen sick for several weeks because of an injury related to work, the contingency plan should dictate when that situation occurs what should happen and who would replace this particular position. Appraisal helps SunEnergy mitigate the risk of workforce and enables SunEnergy to respond swiftly to unexpected situations.

## AC2.4 Assess the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.

Recruitment Methods:

* Social Media:

Social media as recruitment tool is a very powerful one because of its reachability because they have a huge base of users which make them reachable for a high number of potential candidates. It also helps with better employer brand awareness (Chesser, 2022). However, it might create a room for passive candidates to apply for the job (Reworking, n.d.) which makes selection process cumbersome.

* Advertising:

Job advertising is a more targeted tool so that the ads target certain category of audience. It is more likely than not that the audience would be active candidates which will reduce time to fill (Cardenas, 2022). Nevertheless, effective job advertisement would be a budgetary constraint.

Therefore, the best strategy is to mix and match different recruitment methods.

Selection Methods:

* Interviews:

Job interview is one of the most known and useful selection methods out there. It enables the interviewer to evaluate the social and communicative skills of the applicant. It also enables interviewers to know the candidate well and if they are the best fit. Despite that, interviews are prone to cognitive biases (e.g., halo effect, stereotyping, etc.) and discrimination.

* Job references:

Job reference enables employer to verify the candidate’s experience and skills in action in previous places they worked with. Candidates, however, may not provide references that would give authentic feedback about them; they would not mention negatives about them (Rocket, 2023).

## AC4.1 Assess suitable types of contractual arrangements dependent on specific workforce need.

Zero-hour contract:

It is a relationship between employer and a staff in which there is no set minimum number of hours offered. There are several benefits for zero-hour contract that include flexibility. SunEnergy can offer staff work when it arises with no obligations, and the staff is paid only for the hours they actually worked. However, in clean energy industry where there is a skill shortage, zero-hour contract is disadvantageous. It allows staff to reject the workload and work somewhere else. That would add more shortage to talents in SunEnergy in addition to the current skills shortage (worknest, n.d.). Accordingly, SunEnergy should not choose to have zero-hour staff due to workload and skills shortage.

Contractor contracts:

SunEnergy could have contractual arrangements with staff on project basis, i.e., the staff does certain job for certain amount of time for certain pay. The merits of project-base contract are that is it cost-effective and filling short-term gap (field engineer, n.d.). SunEnergy do not have to pay the overheads associated with full-time employment like healthcare or retirement plans. This type of contract also provides prompt workforce for temporary situations. Nevertheless, this type of work does not provide the full control of work to SunEnergy; staff work with their won standards. Moreover, there is no loyalty of contractors towards SunEnergy; they would want to finish the project and have another contract.

## AC4.2 Differentiate between the main types of contractual terms in contracts.

The employment contract is a legally binding document between an employer and an employee and includes express terms and implied terms (ACAS, 2023).

Express terms are those terms which explicitly expressed in the contract either verbally or in writing, and both parties must comply with those terms (cornell.edu, 2022). Number of work hour, start date, for example, are express terms that are agreed upon in a contract.

Implied terms, on the other hand, are terms that are so clear so that they are not mentioned in the contract albeit they are legally binding to both parties (Kenton, 2023). To be treated fairly and not to steal SunEnergy properties are typical examples of implied terms.

Additionally, there are some terms that are around in SunEnergy in implied manner through custom and practice. In other words, custom and practice are essentially a practice that has repeated over a period of time forming a part of contract (Eckett, 2013). Leaving two hours early on Friday has been a practice in SunEnergy for a while, so it is considered a custom and practice and fixed for all staff.

Custom and practice can be part of employment contract if they are well-known in the organization for a period of time, reasonable, certain (ACAS, 2023).

## AC4.3 Explain the components and benefits of effective onboarding.

Onboarding is the process in which a candidate or outsider becomes an insider or active employee in SunEnergy (Bauer and Erdogan, 2011). It is a vital process for employee retention at SunEnergy as it helps the employee break the ice and the feeling of intimation at their new position. Through onboarding, new hires know exactly the role they are expected to perform which creates a clarity for the employee in terms of what they should do and what they are evaluated against. Otherwise, employees would feel lost and would not release their full potential.

In addition, onboarding journey involves organization socialization in which the new hire adjusts to SunEnergy and its people (Cebollero, 2019). Socilization is more about people than paperwork; it is about getting to know and socialize with people. It can be through coffee meetings, catch-ups and buddy groups.

New hires at SunEnergy need the onboarding process to get familiarized with the company culture and norms to be effective employees. Effective onboarding helps employees assimilate into the company’s culture, vision, mission and values. Seven in ten organizations that invest in effective onboarding programs report easier assimilation into the corporate culture (Kallidus, n.d.). Onboarding also helps boosting employee’s performance as it reduces the time to productivity and increase productivity up to 50% (Baravik, 2022).

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