

A cityscape at sunset with a bridge and a modern building. The sky is a mix of orange, red, and purple. A bridge with lights spans across a body of water. In the foreground, a modern building with a glass facade is visible on the right side.

Learning Outcome 1

5HR02: Talent Management and Workforce Planning

CIPD Level 5 Associate Diploma in People Management



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.

COMPETITOR ANALYSIS

According to iHire's 2019 Employer Branding Pulse Survey, 59.3% of companies either don't have an employer branding strategy, or don't know if they do. If you fall into that camp, it's time to remedy that ASAP.

What Is an Employer Competitive Analysis?

An Employer Competitive Analysis is a simple audit of how your competition presents its employer brand to the world. By looking at everything from their Employer Value Proposition, to their mission, to their social presence, you can get useful insight into your talent competitors' strengths and weaknesses.

Employer Competitive Analysis

Step 1

Compile a List of All Competitors:

- Local competitors
- Industry competitors
- Aspirational competitors

Step 2

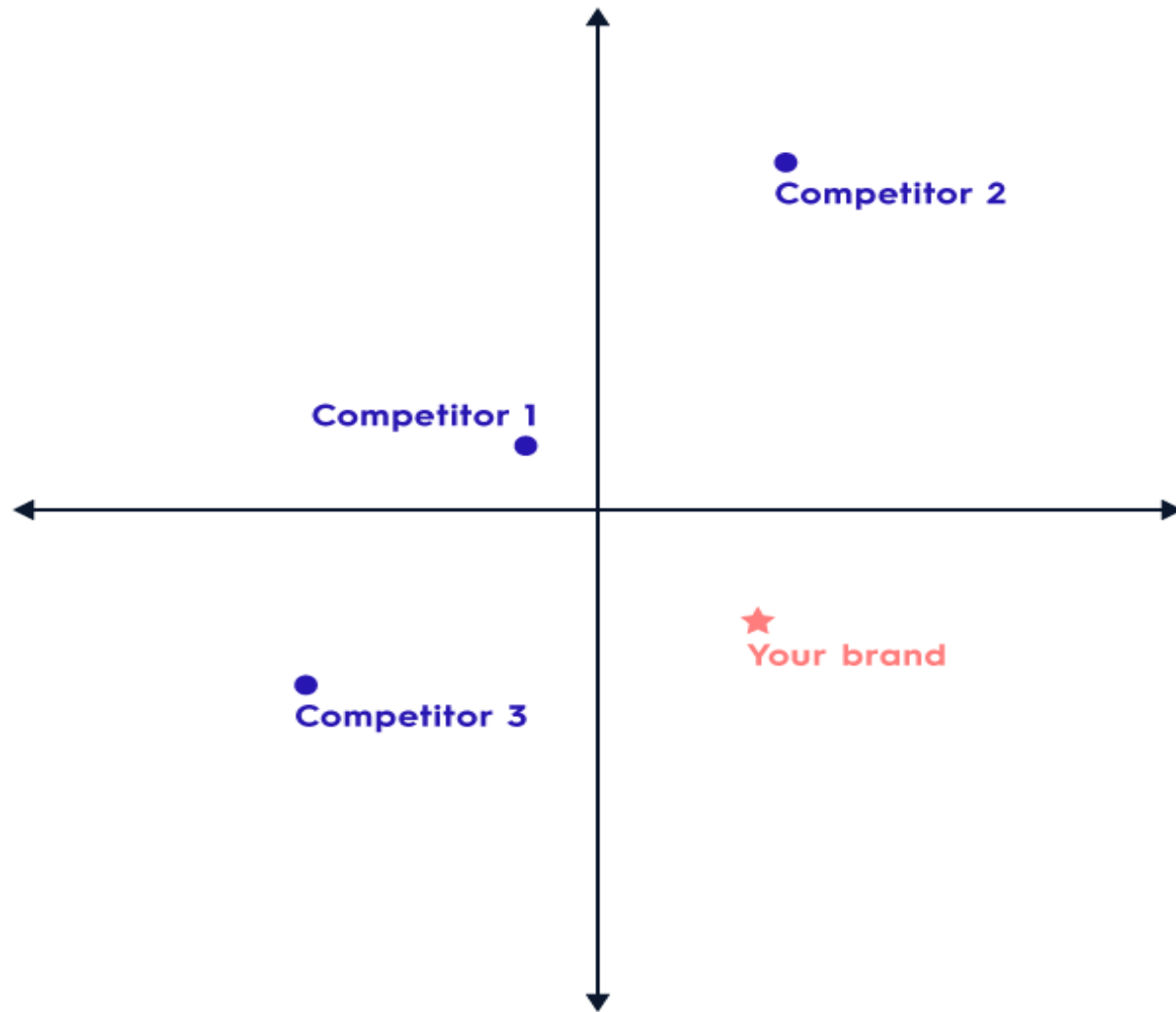
Start Your Employer Competitive Analysis

- EVP (Employer Value Proposition)
- Brand Heart (purpose, vision, mission, values)
- Website (Career Page, Team Page, About Us, Testimonials)
- Social media accounts (Facebook, Twitter, Instagram)

Step 3

Synthesize Your Findings

- Once you've collected your data, you can do a high-level analysis of your brands.
- What major trends did you notice? For example, if they all have behind-the-scenes videos and you don't, you might be missing out.
- What do you have in common? How do you differentiate?



Step 3:
Synthesize
Your
Findings

Employer Competitive Analysis(cont.)

▶ Step 4: Shape Your Strategy

- Complete an employer branding audit
- Write your Employer Value Proposition
- Map your employee journey
- Tell stronger stories

What is Employer Branding?

- ▶ Employer branding is the strategic process that involves creating a unique place of work that attracts the talent whose knowledge and skills are needed to meet the organization's goals and objectives.
- ▶ Employment branding is a strategic and marketing effort designed to make an organization appealing as a place to work. The targeted marketing effort attempts to shape the perceptions of potential employees, current employees and the public. Successful employment branding should reduce hiring costs and ease the hiring process.

Key factors that influence employer branding

Salary of the employee paid by the employer.

Employee benefits given by employer.

Job security.

Pleasant working atmosphere.

Work-life balance. (Definite or fixed working hours in the job, but not irregular working hours)

Career progression opportunities. (Simply means growth in the job by way of promotion linked with increase in remuneration)

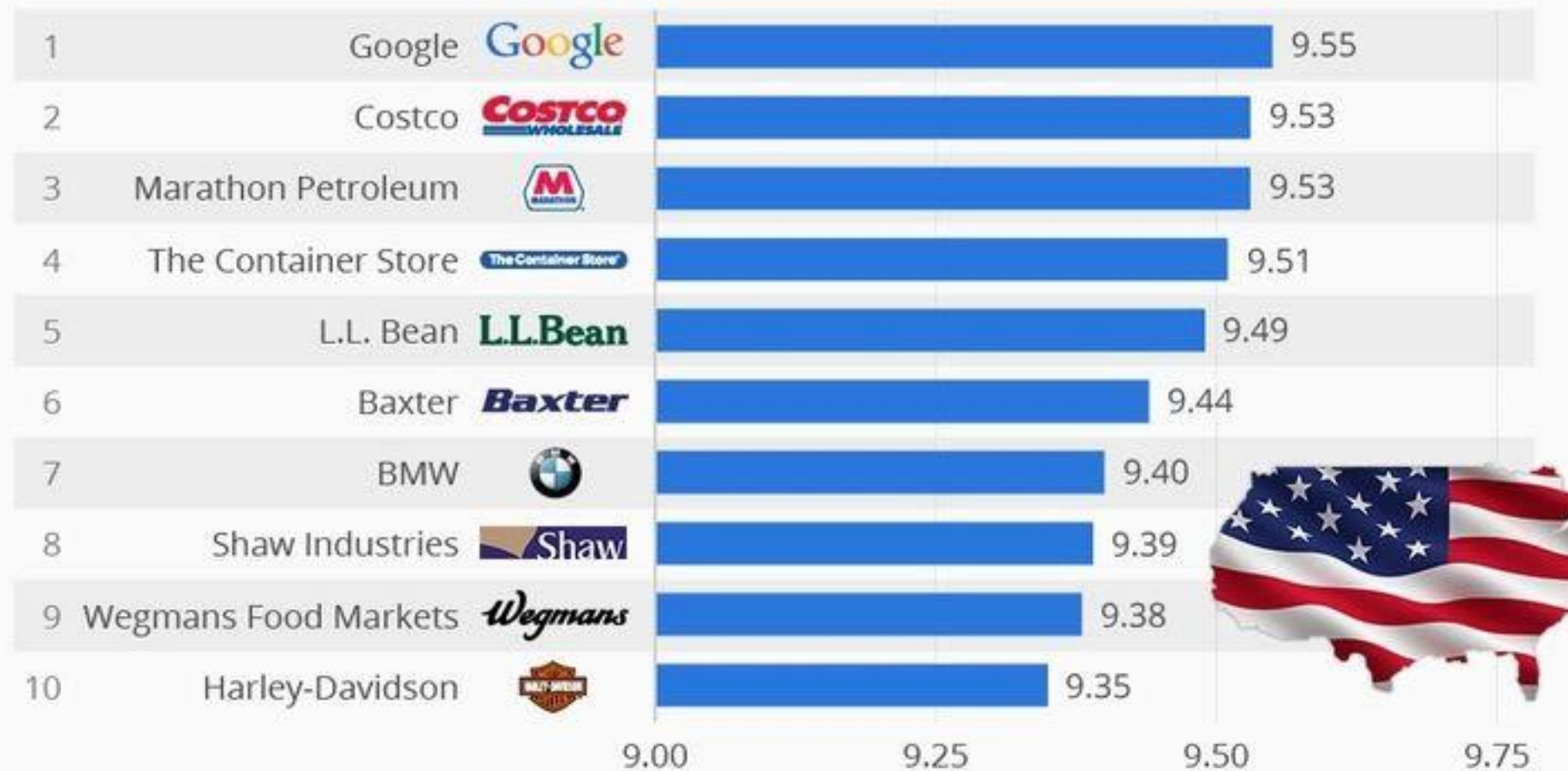
Factors That Influence Employer Branding



America's Best Employers

www.whatishumanresource.com

Top 10 U.S. employers as rated by 20,000 employees on a scale from 0-10



Based on a representative survey of 20,000 American employees working for U.S. companies, institutions and U.S. divisions of international firms with a minimum headcount of 2,500 people

Source: Statista & Forbes - Employer Ranking U.S. 2015

Conclusion

- ▶ Employer branding requires alignment of management and HR practices that ensure an employee experience that matches the image portrayed.
- ▶ Employer branding necessitates allowing the work environment and experiences to sell corporate image to human resources.
- ▶ Employer branding is about effective and coherent talent management system - recruitment, orientation, training and development and performance management.

Why is employer branding important for a company and why more organizations should invest in it?



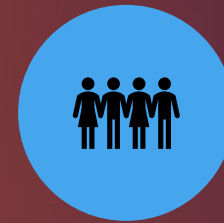
ATTRACTS QUALITY
CANDIDATE



REDUCES COST PER
HIRE



ENHANCES EMPLOYEE
EXPERIENCE



INCREASES EMPLOYEE
REFERRAL RATE



IMPROVES COMPANY
PERCEPTION ON
SOCIAL MEDIA



ACTIVITY

Reflection:

If you could join any organization in the world, which company would you wish to work in? Give reasons for the choice.



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

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

CHANGING LABOUR MARKET CONDITIONS

Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors.

Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization.

Internal Factors

Size of organization: The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

Recruiting policy : Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

Image of organization: Organizations having a good positive image in the market can easily attract competent resources.

Image of job: Just like the image of organization, the image of a job plays a critical role in recruitment.

External Factors

- ▶ Demographic factors
- ▶ Labor market
- ▶ Unemployment rate
- ▶ Labor laws
- ▶ Legal considerations
- ▶ Competitors

WHY EMPLOYEE RETENTION IS IMPORTANT

Employee retention is a critical issue as companies compete for talent in a tight economy. The costs of employee turnover are increasingly high — as much as 2.5 times an employee's salary depending on the role. And there are other “soft costs”: lowered productivity, decreased engagement, training costs and cultural impact

EMPLOYEE RETENTION STRATEGIES

Recognize retention starts with recruiting

Identify candidates who'll stay the course

Provide ongoing education and clear paths to advancement

Offer the right benefits

Be transparent and open

Leverage technology

Put data (and AI) to work

Be prepared for turnover

Acquiring talent in a candidate-led market



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

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

Skills of the Future

According to the World Economic Forum, the top ten skills you need to thrive in the Fourth Industrial Revolution have shifted in the last several years, prioritising complex problem solving, critical thinking and creativity as the top three skills and adding emotional intelligence to the list.

Skills of the Future

- ▶ Complex problem solving
- ▶ Critical thinking
- ▶ Creativity
- ▶ People management
- ▶ Coordinating with others
- ▶ Emotional intelligence
- ▶ Judgment and decision making
- ▶ Service orientation
- ▶ Negotiation
- ▶ Cognitive flexibility

What do we
mean by
skills?

***Why are Job SKILLS important ?
They help employees to:***

Write and understand reports.

Perform numerical and analytical tasks.

Use computers to help solve problems.

Carry out job-specific technical tasks.

Skills are important for:

- ▶ Economic growth and prosperity: The economic prosperity of a country depends on how many people are in work and how productive they are in the workplace.
- ▶ Individuals and organisations For the individual, skills determine their employment and earning potential. For organisations, skills are vital to meeting both current and future business demands

The current skills situation in the UK

- ▶ At a national level, too many UK businesses are built around low-skilled, low value jobs. Employers often design and structure work in a way that limits their staff's use of skills resulting in skills-to-job mismatches and stagnant productivity.
- ▶ The UK also suffers from poor basic skills, weakness in the vocational education system and low investment in workplace training.

The nature and key aims of the UK's skills policy

Upgrade	Upgrade skill levels.
Raise	Raise the demand for skills among employers.
Improve	Improve the quality apprenticeships, further education and skills training.
Encourage	Encourage better working practices with an emphasis on developing and enhancing skills, and the experience at work.
Improve	Improve leadership and people management competencies

KEY POLICY DEVELOPMENTS

A key aspect of this policy was introducing the apprenticeship levy in April 2017 which sees employers with a wage bill of over £3 million pay 0.5% of their total pay bill. The levy was designed to boost the number of apprenticeships and overall expenditure on training,

Create an awareness-raising campaign for T-Levels targeting employers



Ensure employability or essential skills are embedded in a consistent manner across all T-Level routes.



Make adequate coordination, support and guidance available for employers to help them get ready to offer T-Level work placements.



Consider whether financial incentives may be appropriate to increase employer engagement with work placements, particularly for SMEs.



Provide high-quality work experience placements to help young people build their understanding of the world of work and their essential skills.



Review recruitment practices to ensure that managers are not using a degree as a screening process when recruiting for jobs that don't require a university education.



Work with schools and colleges to build more routes into work for young people, including school leaver programmes, T-Level students, traineeships and apprenticeships

Policy recommendations

- ▶ Provide the right mix of skills for the labour market
- ▶ For vocational programmes beyond secondary level, share the costs between government, employers and individual students according to the benefits obtained.
- ▶ Provide a mix of VET training places that reflect both student preferences and employer needs. Achieve this through the provision of workplace training and through planning and incentive mechanisms.
- ▶ Engage employers and unions in curriculum development and ensure that the skills taught correspond to those needed in the modern workplace.
- ▶ Through VET systems, provide young people with the generic, transferable skills to support occupational mobility and lifelong learning, and with the occupationally-specific skills that meet employers' immediate needs.
- ▶ Ensure all students in vocational programmes have adequate numeracy and literacy skills to support lifelong learning and career development. Identify and tackle weaknesses in this area

Ensure teachers and trainers combine good workplace experience with pedagogical and other preparation

- ▶ Deliver sufficient recruitment of teachers and trainers for VET institutions, and ensure this workforce is well-acquainted with the needs of modern industry. To this end
- ▶ Provide appropriate pedagogical and other preparation for trainers (including the supervisors) of interns, trainees and apprentices in workplaces, adapting the level of preparation to the nature of the workplace learning being provided.
- ▶ Encourage interchange and partnership between VET institutions and industry, so that vocational teachers and trainers spend time in industry to update their knowledge, and vocational trainers in firms spend some time in VET institutions to enhance their pedagogical skills.

Make full use of workplace learning

- ▶ Make substantial use of workplace training in initial VET.
- ▶ Ensure that the framework for workplace training encourages participation by both employers and students.
- ▶ Ensure workplace training is of good quality, through an effective quality assurance system, and through the provision of a clear contractual framework for apprenticeships.
- ▶ Balance workplace training by other provision (e.g. training workshops in schools) where other learning environments work better, or if workplace training is not available.
- ▶ Devise effective responses to the current economic downturn, to sustain

The benefits of the universal framework for essential skills include:

- ▶ Making educators aware of the skills employers want and need so they can ensure students are well equipped to join the workforce
- ▶ Helping employers to hire the right people and providing candidates with a better idea of the skills required to succeed in a role
- ▶ Showing what progression looks like for each of these different skills so that employers can map out how to up-skill or re-skill their workers.



THANK
YOU



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