

LEVEL 5 ASSOCIATE DIPLOMA IN PEOPLE MANAGEMENT
UNIT ASSESSMENT

Unit Title	Talent Management and Workforce Planning
Unit Code	5HR02
Level	5
Credit value	6
Assessment method	Written report
Period	November 2021 – November 2023
Learning outcomes:	<ol style="list-style-type: none"> 1. Understand key contemporary labour market trends and their significance for workforce planning. 2. Understand the purpose and importance of workforce planning. 3. Understand the purpose and impact of effective talent management. 4. Understand the importance of managing contractual arrangements and effective onboarding.
Assessment Criteria	<p>Assessment brief</p> <p>Assume your company is facing increased labour turnover issues in recent months. As a talent manager you are assigned to present a report on the following:</p>
1.1	<ol style="list-style-type: none"> a. Carry out a study to explain the relative strengths and weaknesses of your organization’s competitors, in terms of their employer branding, work culture and employee satisfaction. b. Compare your own practices with the competition and discuss recommendations on how you can place yourself strategically to become an employer of choice.
1.2	<ol style="list-style-type: none"> c. Briefly discuss the significance of tight and loose labour market conditions on your organization. d. Reflect on the current labour trends in your market using PESTEL analysis and explain the impact on resourcing. e. Applying the Higgs model (2004), identify which of the four organisational positions you would place your organisation and that of your competitors.



1.3	f. Give a brief description on the role of government, employers, and trade unions in ensuring future skills needs are met with reference to the Kingdom of Bahrain (or a country of your choice).
2.1	a. Communicate with the recruitment team within your organization to enquire about the challenges faced in talent acquisition during the past one year for a selected job(s). b. Analyse the availability of skilled labour in the local market for the job position. Assuming you face a shortage to recruit for this role, how would you address the gap in supply and demand?
2.2	c. Consider the discontinuities that have occurred in your organisation's workforce plans over the past two to three years impacting the business environment. How far were these predicted? Evaluate two effective techniques you could use to forecast employee demand for a selected job role.
2.3	d. You are assigned by your superior to design your company's succession planning program for the various departmental management positions. What guidelines would you suggest? e. Assume that your company is facing an image crisis, due to negative publicity following a social media video trending online where some employees have spoken out against alleged discrimination and bullying within your workplace. Explain how contingency planning would support mitigate such risks.
2.4	f. Think about people you know who have been recruited to senior posts internally and externally. What different qualities do you think each candidate brings to their role? g. Today's industries have shifted primarily to recruitments using online platforms such as jobsites and social media, including LinkedIn. Assess the pros and cons of common recruitment methods. For a selected job-role in your organisation, which method would you deem appropriate? h. If you were applying for a job, would you like to be interviewed using behavioural questions? Describe the advantages and disadvantages from the perspective of the company and the candidate.



	<p>i. Aside from interviewing, what other methods of selection are used in your organization? Discuss their suitability of purpose.</p>
3.1, 3.2	<p>a. Click on the link below to access the 'CIPD's 2020 Resourcing and Talent Planning survey'. https://www.cipd.co.uk/Images/resourcing-and-talent-planning-2020_tcm18-85530.pdf</p> <p>Based on the information, summarize the following:</p> <ul style="list-style-type: none">• What does the report say about the cost of hiring staff?• What is the current average level of employee turnover?• What are the most popular methods used to improve employee retention? <p>b. Interview few of your work colleagues to find out why they choose to remain in your organization. Discuss with the responsible HR to reflect on the retention trends in your organisation. Compare the effectiveness of any 2-3 retention methods being used.</p>
3.3, 3.4	<p>c. Prepare an evaluation statement for each of the following terms that summarizes your understanding of how these are useful approaches to build suitable talent pools:</p> <ul style="list-style-type: none">• Action learning• corporate university• e-learning• bite sized learning• coaching• mentoring• development centre <p>d. Find out how coaching is used in your own organisation - who does it, who is coached, what are the intended outcomes?</p> <p>e. Review effective diversity policies from top companies that might be suitable to be implemented within your organization. Assess their benefits to managing the talent pool.</p>



3.5	<p>f. Reflect on a situation in your organization when one (or more) of the top performers / key employees left your organization. Could the management have predicted and corrected the situation?</p> <p>g. Discuss how the departure of the employee(s) affected your company's work processes. Include examples of direct and indirect costs related the turnover.</p>
4.1, 4.2	<p>a. You are assigned to release an offer letter to a candidate who has been appointed in your organisation for the post of administrative assistant as a full-time employee. Draft an offer letter with written statements of terms and conditions of employment.</p> <p>b. Studies show that millennials are less keen on working full-time jobs and prefer flexible jobs. The Covid-19 pandemic revealed that working from home is an effective option as well. Write a short note on trends in the types of contracts, including 'zero-hour contracts' and the 'gig economy'. Assess how these contracts cater to employer and employee needs.</p> <p>c. Reflect on an occasion when someone's psychological contract was breached by an organisation you are familiar with. Discuss the reasons for the breach and its consequences.</p>
4.3	<p>d. Different organizations have their own systems for providing effective onboarding experiences for staff. Explain some of the vital components for onboarding new employees to improve job satisfaction and retention.</p> <p>e. Reflect on your own onboarding experience when you joined your current organization. Suggest how the process could have been better improved to support your ability to smoothly fit into the job role while appreciating the organizational culture and norms.</p>

Evidence required from trainee:

- A written formal report of up to approximately 3900 words.
- Preferred Font: Arial 12, black, double spacing.
- Trainee should relate academic concepts, theories and professional practice to the way organizations operate, in a critical and informed way, and with reference to key texts, articles and other publications and by using examples relating to both local and international organizations for illustration.
- All reference sources should be acknowledged correctly, and a bibliography provided where appropriate (these should be excluded from the word count).