

Unit 19: Resource and Talent Planning

Unit code	T/508/0531
Unit level	5
Credit value	15

Introduction

This unit offers students the opportunity to develop knowledge and understanding to ensure that an organisation has the skills it requires, at the time it requires them, to meet its strategic intent. Sustainable organisation performance and growth requires a constant reassessment of skills, requirements which will then inform the training and development of existing employees. However, there will always be the need to recruit new staff to support organisational growth, or to replace those who leave. This unit focuses on the latter, and students will engage in learning that provides fundamental knowledge relating to recruitment, selection, succession planning and talent management.

On successful completion of this unit students will have the knowledge and skills to make a positive contribution to the human resource function of an organisation. Students will appreciate the way different organisations are managed, thereby putting themselves in a position to contribute to effective resource and talent planning in the context of diverse and distributed locations.

Learning Outcomes

By the end of this unit a student will be able to:

- 1 Analyse labour market trends and appropriate legal requirements which influence workforce planning.
- 2 Determine current and anticipated skills requirements in varying contexts.
- 3 Apply the appropriate documents and processes which contribute to effective recruitment and selection.
- 4 Evaluate how to manage the human resource life-cycle within the context of a HR strategy.

Essential Content

LO1 **Analyse labour market trends and appropriate legal requirements which influence workforce planning**

Workforce planning and talent management:

What is HR strategy?

What is talent and talent management?

What is workforce planning?

Discuss the links of a systematic approach to talent resourcing and strategic HRM.

Labour market trends and legal restrictions:

Labour market trends that influence HR processes, including demographics, the changing economic, political composition of a population and social trends.

Trend analysis and analysis of labour demand and supply forecasting

Analyse specific HR legislation constraints and requirements.

Contemporary HR issues; the role of human and social capital, the rise in ethical awareness, increased competitive intensity and globalisation, skills development to align with advancements in new technologies and an emerging technological workforce culture.

LO2 **Determine current and anticipated skills requirements in varying contexts**

Job analysis:

What is job analysis?

Methods of job analysis and the collection of data and information. Applying skills requirement analysis and supply and demand forecasts.

The importance of job analysis for creating appropriate job descriptions and job specifications.

Job design:

What is job design?

Considering job responsibility, job variety and job enrichment.

The application of succession planning to identify and develop skills and abilities of employees.

Methods of performance management vs talent management to monitor, develop and manage employee contribution to meeting overall business objectives.

LO3 Apply the appropriate documents and processes which contribute to effective recruitment and selection

Recruitment and selection policies and processes:

Recruitment and selection processes and methods assessing their validity and reliability.

Recruitment methods, including both the use of external and internal sources.

Selection methods for short listing and assessing applicants.

The legal and financial aspects and implications of different recruitment and selection methods.

How to effectively administer recruitment and selection policies.

LO4 Evaluate how to manage the human resource life-cycle within the context of a HR strategy

The HR life-cycle:

The concept of the HR/employee life-cycle and HR solutions for ensuring effective management of key stages of the HR life-cycle: recruitment and selection, onboarding and orientation, performance management, succession planning, and exit and transition.

Key HR legislation considerations in relation to the HR life-cycle.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse labour market trends and appropriate legal requirements which influence workforce planning		LO1 and LO2 D1 Critically analyse the impact of labour market trends and skills requirements on workforce planning and make appropriate recommendations for effective response to supply and demand forecasts, succession planning and performance management.
P1 Analyse current labour market trends that influence talent management and workforce planning. P2 Explain the different types of legal requirements an organisation must take into account when workforce planning.	M1 Analyse the impact of labour market trends and legal requirements on the workforce planning of a specific organisation.	
LO2 Determine current and anticipated skills requirements in varying contexts		
P3 Based on current labour market trends and legal requirements determine current and anticipated skills requirements for a range of organisational examples.	M2 Analyse current and anticipated skills requirements in response to identified labour market trends and legal requirements for a range of organisational examples.	
LO3 Apply the appropriate documents and processes which contribute to effective recruitment and selection		D2 Make valid judgements and recommendations on how appropriate documents and processes can be improved for effective talent resourcing.
P4 Produce appropriate examples of job description and person specification documents for effective recruitment and selection. P5 Apply different recruitment and selection methods for effective talent resourcing and planning.	M3 Evaluate different processes and methods of recruitment and selection for effective talent resourcing.	

Pass	Merit	Distinction
<p>LO4 Evaluate how to manage the human resource life-cycle within the context of HR strategy</p>		
<p>P6 Evaluate the stages of the HR life-cycle applied to specific HR contexts.</p> <p>P7 Evaluate how stages of the HR life-cycle are integrated within organisational HR strategy.</p>	<p>M4 Evaluate the importance of the HR life-cycle in relation to strategic talent management.</p>	<p>D3 Critically evaluate how stages of the HR life-cycle can be applied separately and integrated to support strategic talent management.</p>

Recommended Resources:

Textbooks

BRATTON, J. and GOLD, K. (2012) *Human Resource Management Theory and Practice*. 5th Ed. London: Palgrave MacMillan.

TAYLOR, S. (2010) *Resourcing and Talent Management*. 5th Ed. London: CIPD.

TORRINGTON, D., HALL, L. and TAYLOR, S. (2014) *Human Resource Management*. 9th Ed. Harlow: Prentice Hall.

PILBEAM, S. (2010). *People Resourcing and Talent Planning: HRM in Practice*. 4th Ed. London: Prentice Hall.

VARIOUS, *Human Resource Management*. Hoboken, USA: John Wiley & Sons, Inc., Hoboken, [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1748-8583](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1748-8583)

Chartered Institute for Personnel and Development website: www.cipd.co.uk

Links

This unit links to the following related units:

Unit 1: Business and the Business Environment

Unit 7: Business Law

Unit 3: Human Resource Management

Unit 20: Employee Relations

Unit 21: Strategic Human Resource Management

Unit 35: Developing Individuals, Teams and Organisations