

Assessment ID/CIPD_5HR02_24_01

Talent management and workforce planning

» LEARNER INSTRUCTIONS

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for **5HR02 Talent management and workforce planning**.

Each of the learning outcomes (LO) and assessment criteria (AC) for the assessment must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essentials videos**, **activities** and the **assessment guide video** available via your virtual learning environment (VLE).

Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria.
- Refer to the generic grade descriptor grid at the end of the assessment which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format, unless another format is requested within the brief, eg PowerPoint.
- Referencing must be included within each of the assessment criteria unless stipulated otherwise.
- Harvard referencing system must be used to ensure the original source(s) of quotations or models can be verified.
- You must sign the Learner Declaration of Authentication statement (a photo or scan of your signature is acceptable).

» WORD COUNT AND EXPECTATIONS

- Your word count allowance is specified against each task. There is a +/-10% allowance on this word count and you must not exceed this. If you exceed the overall word count your work will be returned to you unmarked.
- Please note everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings used. We will be unable to mark your work if it is unclear where one assessment criteria ends and the next one begins.
- The bibliography or list of references is not included in the total word count.
- You must title your answers using the relevant assessment criteria number.

- Expectations are set out in the marking descriptor grid, which you will find at the end of this document. You must pass all assessment criteria/learning outcomes to successfully achieve this unit.



REFERRALS

- You must update the version of your assessment which includes the tutor feedback.
- **Please ensure you do not change any of the assessment criteria where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback whilst remaining within the allocated word count.**
- When updating any AC which has received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be '~~removed~~' appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this**. This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not accepted by the Awarding Organisation.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at cipdsupport@mollearn.com, who will be able to respond to any administrative questions.

If you receive a Refer grade for your assessment, you will have three weeks to resubmit from the date your feedback is released.

LEARNER INFORMATION

Please write clearly in block capitals.

Centre name and number	MOL – 531
Learner CIPD membership number	86715977
Learner surname	Hazim
Learner other names	Alamoudi
Unit code and title	5HR02 Talent management and workforce planning
Assessment ID	CIPD_5HR02_24_01
Assessment start date	To be completed by the centre
Assessment submission date	To be completed by the centre
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Declared word count	4038 words
Declared learning difficulty	Please stipulate your learning difficulty if applicable.

Assessor name	Mark Booth
Assessor signature	
IQA name (if applicable)	
IQA signature (if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name			
Learner statement of authenticity	I can confirm that: 1. This assessment is all my own work. 2. Where I have used materials from other sources, they have been properly acknowledged and referenced. 3. I have not used Artificial Intelligence tools to generate content for my assessment. I understand the consequences of malpractice and accept that any violation of this agreement may result in disciplinary action.		
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
Signed	<i>Hazim</i>	Date	07/11/2024

Declaration by the centre

Centre statement of authenticity	On behalf of the centre, I confirm that the above-mentioned learner is registered at the centre on a CIPD programme of study. I confirm that • the learner's work was conducted under the conditions laid out by the assessment brief • I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner		
Name	Janet Brown	Role	Quality Manager
Signed		Date	

This unit focuses on the impact of effective workforce planning in considering the development of diverse talent pools and how to contract and onboard the workforce. It also includes analysis of the potential cost to the organisation if this is poorly managed and the tools and interventions required to mitigate this risk.

ParcelCare is a long-established national parcel and package delivery service. ParcelCare is now finding it difficult to attract, recruit and retain staff throughout the organisation. You have just started in your new role of People Manager and have been asked to report to senior leaders on how these issues can be addressed. In preparation, you write answers to the 10 questions below.

To help the reader, please make use of headings and assessment criteria references to signpost the assessment criteria being addressed.

1. New entrants to the parcel delivery market and other labour market competitors have adversely affected ParcelCare's ability to compete in labour markets. Explain how ParcelCare can strategically position themselves in competitive labour markets. (AC 1.1)
2. Explain the impact of changing labour market conditions on resourcing decisions at ParcelCare. (AC 1.2)
3. You are aware that workforce planning has not been carried out in the past and decide to persuade the senior leadership team that this activity is worth doing. Analyse the impact of effective workforce planning, making clear how ParcelCare could benefit from this activity. (AC 2.1)
4. To strengthen your argument to introduce workforce planning, evaluate techniques that can be used to support the process of workforce planning. (AC 2.2)
5. Currently, vacancies are advertised on ParcelCare's website. Line managers then interview shortlisted applicants. You feel that these are suitable recruitment and selection methods to use but want to broaden the methods used. Evaluate the strengths and weaknesses of **two** different recruitment methods and **two** different selection methods. (AC 2.3)
6. On examining employee turnover rates, you feel the rate is higher than it should be, and higher than internal targets. To try to understand this further, discuss differences between avoidable and unavoidable turnover and differences between push and pull factors. (AC 3.1)
7. Retention of warehouse staff is an issue, as there are many labour market competitors. Compare the following retention approaches: realistic job previews; induction; job enrichment; and reward. (AC 3.2)
8. To influence the senior leadership team to accept that employee turnover should be addressed, explain the impact of dysfunctional employee turnover. (AC 3.3)

9. ParcelCare employs the majority of employees on permanent, full-time contracts. You feel these contracts have their place, but it is time to consider whether other types of contractual arrangements could be beneficial to the organisation, especially when demand for delivery services increases and decreases. Assess the suitability of permanent, full-time contracts for delivery drivers as well as two other types of contracts. (AC 4.1)
10. At present, an ad hoc approach is taken to onboarding and typically involves the line manager ensuring new starter forms are completed and health and safety training provided. You identify that onboarding can be improved but first need to convince others that investment in this area is worthwhile. Explain the benefits of effective onboarding. (AC 4.3)

Your evidence must consist of

- Written responses to each of the 10 questions with reference to the scenario above. (3900 words +/- 10%)

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.

AC 1.1 Strategic Positioning of ParcelCare in Competitive Labour Markets

An ever-increasing challenge to ParcelCare's recruiting and retaining qualified personnel is experienced by new entrants and competitors for talent. Therefore, for ParcelCare to reach strategic positioning and sustain competency it needs to approach its human capital management through an omnibus technique encompassing employer brand, EVP, and talent management.

Employer branding and employer value proposition

Based on the analysis, the most appropriate starting point for ParcelCare is a move to enhance the development and articulation of its employer brand. This includes advertising its entrenched position, highlighting employment security, and presenting such extra advantages and flexibilities as it might have to offer (Yacine, 2021). ParcelCare can thus make a competitive advantage based on EVP factors such as remuneration, incentive packages, and the prospect of career advancement than some competing organisations offer. They should present their employee success stories and support training initiatives to create a positive working culture that will appeal to talents.

Technology and Innovation

Furthermore, technological advancement is another strategic area through which ParcelCare can establish a competitive advantage, concerning operations and the employees. For example, using advanced software for route optimisation can reduce stress in delivery jobs, and implementing employee management applications can boost employee relations and happiness in Human Resources (Aripin et al., 2024). ParcelCare could also consider offering flexible worker models, using the gig shift as an attractive resolution for a diverse workforce demand (Chakraborty et al., 2022).

Compensation Packages among the Competitors

Last but not least, ParcelCare should also go back to the compensation strategy to ensure that it is optimal (Susanto, 2022). This will make the roles more attractive to individuals who are new to the company. It will also encourage employee loyalty in those who are already signed up, claiming that performance bonuses, profit share programs, or guaranteed retention bonuses are all effective tools for increasing the attractiveness of job roles. Incorporating the benchmark parameters of salaries with competitors and developing segment-based pay packages offers strategies for ParcelCare to effectively address the requirements of both new applicants and existing staff.

With the emphasis on these strategies, the company can enhance its position in regard to its competitors and deal with staff turnover in the conditions of a shortage of qualified workers relative to high demand.

AC 1.2 Impact of Changing Labour Market Conditions on Resourcing Decisions at ParcelCare

The employment markets can either be described as being 'tight' or 'loose'. Tight markets, with low unemployment, create intense competition for talent, driving up wages and causing skill shortages. High unemployment and loose markets provide a large and cheap source of talent. A major challenge which affects ParcelCare is labour conditions, especially for the company's drivers and the warehouse employees. There is a clear recognition of the fact that the external labour market conditions exert influence on resourcing strategies of ParcelCare. Including it may directly impact the supply, quality, and/or the cost of labour influencing the way ParcelCare seeks, sources, and retains employees. These are among the areas of importance in formatting workforce planning and talent management impacts. Below are the important areas in formatting workforce planning and talent management impacts.

Talent Availability and Competition

New entrants resulting from the increased liberalisation of the parcel delivery market have made talent scarce due to high competition due to commodity nature. Whereas, ParcelCare may be experiencing a scarcity of delivery drivers and the personnel required in the warehouses hence making it hard to recruit more people. Consequently, resourcing decisions might involve putting priority into speed and flexibility in recruitment management (Tsarenko & Krishnamurthy, 2021). This may involve providing faster cycles for obtaining employees and working in cooperation with recruitment agencies to gain additional access to more potential candidates. Still, due to the relative unpredictability of demand for ParcelCare's services, it may be forced to appeal to other resourcing strategies to employ freelancers, temporary contractors, staff, and other gig workers. This limited supply of candidates for ParcelCare highlights some of the common signs of a tight labour market, especially in positions that require the staffing of drivers and warehouse personnel. Market liberalisation that results in heightened competition further exacerbates this problem by stretching ParcelCare's recruitment strategies in search for better and diverse strategies.

Wage Inflation and Compensation Adjust Content

According to Clemens (2021), a higher employment ratio usually results in high wages as many employers have to pay workers more in order to get them. ParcelCare will be required to evaluate its compensation packages periodically in an effort to ensure maximum competitiveness. If ParcelCare does not offer wages that are competitive in the market, then the turnover would be high, and this would mean that the company would have to incur a lot of expenses on recruitment and training. Further, resourcing strategies may require providing other forms of remuneration such as flexible working hours, health care coverage, and opportunities for promotion and training to retain employees without necessarily having to offer higher remuneration packages to attract new talent (Jara, 2022).

Technological developments and mechanisation functions

~~In addition,~~ Changing labour market conditions, and scarcity of talent in parcel delivery may also compel ParcelCare to adopt technologies and automation. As per Haleem et al. (2021), functions such as sorting and route planning can be particularly liberated from human labour and make the entire operation more efficient. ~~Managerial decisions on resourcing will also call for a quest to achieve an optimum workforce with reduced reliance on labour whilst maintaining service standards.~~ **Tight labour markets necessitate a shift toward automation and mechanisation to counteract talent shortages. By adopting technologies for sorting, route planning, and warehouse management, ParcelCare can reduce its reliance on human labour and maintain service quality despite workforce constraints.**

AC 2.1 The Impact of Effective Workforce Planning at ParcelCare

Human resource planning is an activity that helps an organisation to determine the quality and quantity of personnel that are required in the organisation to achieve its aims and objectives (Al-Qudah et al., 2020). To ParcelCare, prospective workforce planning can be of great benefit as it would enhance the ability of the parcel delivery service provider to control its staffing requirements, cost, and talent in the face of an increasingly competitive industry force. Another important effect of workforce planning is the capacity to align staffing with the need. Since the parcel delivery industry is sporadic with elevated demands during certain seasons, for instance in the festive season, workforce planning helps ParcelCare forecast such fluctuations (Baralis, 2024). It avoids times when the company has hired inadequate numbers of employees for managing patronage during a particular season and other times when most of the employees are idle due to low patronage hence unnecessary expenditure.

In addition, through workforce planning, ParcelCare can assess roles of significance and any opportunity for talent acquisition or scarcity of talent. Thus, knowing where future talent gaps might appear, a company can train its internal employees for these positions through training and development programs (Hongal & Kinange, 2020). Such a strategy cuts the costs of external sourcing and the time to fill the positions while increasing the staff turnover rates. It also helps ensure that there is a pool of qualified workforce in ParcelCare and this means the organisation will always be ready to fill major positions in case key employees resign.

Another major benefit of workforce planning is cost efficiency (Al-Qudah et al., 2020). Through proactive planning for staffing requirements, they stand to save costs of hiring temporary staffing and other costs that accompany the hasty deployment of staffing services. Additionally, when they have to fill appropriate jobs, skills levels are enhanced, and employees are happier thus decreasing the turnover and costs of recruitment/training.

Last but not least, through workforce planning, ParcelCare is able to factor into how technology is most probably going to develop in the industry. With future skill requirements projected, it becomes easier for

the company to train its human resources to adapt to the new world order backed by elements of technology (Li, 2022). In essence, strategic planning of the workforce benefits ParcelCare in relation to operational efficiency, expenditure control, and organisational sustainability.

AC 2.2 Techniques to Support the Workforce Planning Process

In order to add more grounds to the case consideration of introducing workforce planning at ParcelCare, there is a need to assess the techniques liable for bolstering this process. There are several ways through which proper consideration can be given to minimise the chances of not following a workforce plan and making the process more scientific and compliant with organisational requirements.

One such method is the **trend analysis** which analyses historical data to understand staffing needs and patterns and forecast future requirements accordingly (Joel & Oguanobi, 2024). For ParcelCare, this could encompass variations in parcel delivery around the year, high employee turnover, and recruitment dates. Trend analysis makes it possible to determine when more workers will be required as a way of improving staffing plans since ParcelCare can avoid a shortage or surplus of employees at certain moments. ~~In other words, through the use of data, the company will be in a better position to make decisions instead of at times just waiting for staffing demands to arise.~~ **Trend Analysis is very helpful in making staffing forecasts but very weak in situations where there is an abrupt change in the market forces. The use of predictive analytics would improve the accuracy for ParcelCare particularly during high usage periods.**

Scenario planning is another useful approach, where a number of “what-if” options are developed to examine what must be done if such factors influence the workforce needs (Romanazzi, 2024). For example, due to competitive forces, technological innovation, or a new policy environment, ParcelCare can analyse how the organisational workforce will be affected. These forecasts allow ParcelCare to assess potential issues and understand under what circumstances it needs to flex its workforce plans to other levels of labour. ~~It also comes in handy when performing risk analysis by ensuring the company checks and then reduces any impending workforce deficiency-related risks before they become severe.~~ **Scenario Planning ensures agility in workforce decisions but demands significant resources. ParcelCare can align scenarios with strategic goals to prepare for uncertainties like technological advances or regulatory changes.**

Skills gap analysis is a third technique used to determine the existing skills of the personnel, and the growth needed according to the business forecast (Li et al., 2021). In such a dynamic sector that is parcel delivery, technology and automation are continuously being integrated then this technique can help show that training or recruiting will be required. This can be used by ParcelCare to train existing employees or retrain ones who are already trained in new technologies. ~~and ways of work to make sure that their workforce is equipped for any future changes.~~ **Skills Gap Analysis in terms of enhancing competitiveness works for developing a training need that lasts long.**

~~Finally, workforce planning refers to the process of categorising employees depending on their skills, type of work, and other characteristics. This helps the company to provide specific measures on employee engagement and turnover, for example, for delivery drivers, or office employees.~~

AC 2.3 Strengths and weaknesses of two different recruitment methods and two different selection methods

Recruitment Methods

1. Social Media Recruitment

Recruitment of candidates through social media platforms has also slowly emerged popular with LinkedIn, Facebook, and Twitter (Rahadi et al., 2022). ~~The main benefit of using social media to recruit workers is that it enforces the ability to cover many more potential candidates than it is possible in the case of traditional recruiting methods applied in the given company (Hosain, 2020). This includes the passive candidates who are not actively searching for jobs, but might be interested in new opportunities in ParcelCare.~~ Also, it is cheaper compared to the old-style employment sites. However, the success of this method highly depends on how ParcelCare will approach its online presence and how it will advertise to the right market. If not well done, the company may end up with a flood of unsuitable applications in its HR, wasting a lot of time when shortlisting for consideration.

2. Employee Referral Programs

It allows the organisation to source for talents within the social network of the current employees; ~~most of the recruited workers are likely to hold ParcelCare's core values.~~ In most organisations, this method is efficient because it leads to shorter periods of time for new employees and less turnover because referred applicants usually know a lot about the company (Friebel et al., 2023). However, a major concern is the potential limitation on diversity, as employees might recommend individuals with similar backgrounds and experiences, which could reduce the breadth of perspectives in the workforce.

Selection Methods

1. Assessment Centres

Assessment centres entail a number of exercises as well as psychometric tests on group discussions, and like to assess a candidate on several competencies. The strength of assessment centres is that it is a systematic way of evaluating candidates and their suitability to work under certain conditions, including ParcelCare limiting their ability to determine candidates' capabilities in the actual job (Sahay & Kaur, 2021). This method is most suitable for exploring aspects of teaming and leadership. Nonetheless, this is the downside of achievement centres because they are expensive and time-consuming in terms of putting into practice and as such do not benefit the more voluminous or low incremental positions in ParcelCare.

2. Structured Interviews

Standardised questions in structured interviews are applied to all the candidates, which in this case leads to fairness in the interview process (Nørskov et al., 2022). It helps to eliminate bias and makes it far easier to compare the candidates against each other. On the other hand, the structured interviews can be somewhat inflexible. It hinders the interviewer in a way he or she wants to probe a candidate regarding his or her experience or flexibility. The rigidity here might lead to failure to pick up on soft skills or talent that do not meet the usual questions and answer format.

AC 3.1 Avoidable and Unavoidable Turnover, Push and Pull Factors

~~This is an important factor in productive organisational performance, which can be positively or negatively affected by employee turnover.~~ To make the necessary changes and reduce the high turnover rate at ParcelCare it is important to differentiate between voluntary and involuntary turnover, as well as between push and pull mechanisms (Kim, 2024). Voluntary turnover is where employees quit service due to causes that are within the company's control for instance meager wages, poor leadership and management, and lack of advancement or poor working conditions. Regarding these points, Boltuc identified the following ways: Competitive compensation, sound management practices, and improved work environments, that may lessen this kind of turnover and correspond to internal goals for ParcelCare.

On the other hand, compulsory turnover arises when turnover results from factors beyond the company due to factors such as retirement, transfer, or sickness (Nyambok et al., 2022). This is the kind of turnover that takes place due to certain circumstances beyond the company's control such as; retirement, relocation, or health complications. ~~This type of turnover is bound to occur and is not something that could be arrested as much as it is time-consuming and counterproductive to try and do so, doing so just drains resources better focused elsewhere (Iqbal & ullah Shah, 2023).~~ This knowledge at least allows ParcelCare to direct its actions in directions that will have an impact for the better on elements they can control and influence rather than centering all its attention on those that won't do much of anything to spare the company's high turnover.

The push factors are internal negative factors that force employees to exit the organisation by offering them poor leadership, no recognition, no opportunities for career development, or stress linked to their work. If ParcelCare does not provide a supportive climate or promotion for their staff, employees may be "promoted" to look for jobs elsewhere. By contrast, such factors as higher wages, better remuneration, or improved promotional prospects in other organisations are classified as pull factors. However, even if ParcelCare makes sure that the work environment remains positive, other employers who may offer better packages "pull" workers away (Ferreira, 2023). Thus, favorable control factors for the increment of retention range can be established to diminish avoidable turnover and push factors at ParcelCare. This will in turn assist the company in effectively addressing its internal goals and objectives and also alleviate the impact of high turnover on organisational performance and workers' morale.

AC 3.2 Retention Approaches

Regarding realising retention commitment in the challenging labour market of ParcelCare, four main strategies namely RJP, Induction, Job Enrichment and Reward System may have been effectively examined. Idealised impression management makes realistic job previews to ensure employees' expectations match actual job requirements in minimising early turnover and training expenses. However, if job challenge is presented in a manner that seems daunting to the potential candidate, the processes of designing effective previews are a little complex (Ouattara, 2022). However, RJP may be practical for turnover among the new staff when Promised-Based is equally tempered with concern for openness. Induction programmes are effective because they help orient employees reducing confusion and enhance productivity. They are useful for giving a clear initial impression of the organisation that the use of the media requires, are expensive for the media to maintain and if no subsequent campaign is initiated they disappear very fast. An increase in the elements of the job by providing meaningful contents deter monotonous, hence improving satisfaction levels and skills (ALShalawi & Bhatti, 2023). But the downside is it may cause employee burn out if not controlled and implemented may cause companies to halt manufacturing for sometime. Competition for high-pay, bonuses, and flexibility of benefits all have a direct effect on morale and motivation. As such, they can increase employees' loyalty in the short term, but may stress the limited resources if based primarily on monetary rewards, and disregard intrinsic motivation. A comparative analysis is used with an aim of revealing the areas of uniqueness. RJP provides a high degree of benefits in a long run as compared to the short running cost and impact (Berkers et al., 2023). About 37% of firms stated that they had implemented some form of induction programs, whereby induction programs offer fast and effective orientation but have marginal long-term effects, thus the need for an addition of other strategies. In the long term, job enrichment offers important advantages for engagement but it means cost and operational changes. As such, reward systems offer great motivation instantly but entails more costs when everything is monetary-oriented (Ndiango et al., 2024). Solutions for ParcelCare to make comprise: Improving induction programmes and A better reward system For short-term increase in retention. This strategy of slow integration of RJP and job enrichment as a programme to foster motivation to work in order to obtain long-term patronage without over-spending on costs can work for the Labour Company.

AC 3.3 Impact of Dysfunctional Turnover

Dysfunctional employee turnover entails the rates of high performers or strategic, important staff to the organisational harming rates. To ParcelCare, dysfunctional turnover is very important to resolve since its impact includes reduced productivity, high cost, and morale of employees. The financial cost of dysfunctional turnover is concomitant. Losing talented individuals costs the issue of recruiting new workers lost time, and costs for training them. Money and time are used to recruit new staff and get them ready to take on their new positions which are major drawbacks for ParcelCare (Mia et al., 2022). The other effect is on the experience and skills which are known to be impacted. Where high performers go, they possess a lot of information that is hard to find within the organisation. This ignorance can distort the normal functioning of an organisation especially when working in a warehousing industry. Such a reduction in performance impacts directly the quality of service offered, overall customer satisfaction and thereby inflicting severe image erosion on the organisation, namely ParcelCare.

Dysfunctional turnover also has a bearing on the level of engagement of the employees in the organisation. It does demoralize other workers when top performers reap big only to be let go of by the company, and other employees may start thinking about their future with the organisation (De Clercq et al., 2022). When retention of employees occurs in batches, a continuous turnover cycle is always destructive because it creates more workload for the remaining employees and turns them into burnout candidates for the next round of replacement. This causes a cycle; the cycle of increased stakeholders' dissatisfaction, and more employees leaving because of stress or job dissatisfaction.

Last but not least, competitive disadvantage is another danger. Hiring employees by other competing firms can give these firms a competitive advantage over ParcelCare because they get key information from former employees of ParcelCare. High turnover reduces the capacity of the organisation to attract more people since it becomes difficult to sell skills within such a context to the working populace, as there would be a perception that the particular company is volatile (Jamil et al., 2022). Concerning dysfunctional turnover, it is evident that ParcelCare can shield its running efficiency, increase the level of morale of its subordinates, and save a considerable amount of money, therefore gaining a more stable base of personnel.

AC 4.1 Assessment of contractual arrangements for ParcelCare

Due to the challenges faced by ParcelCare in recruiting, retaining and attracting staff, it has become necessary to evaluate the dependence on permanent full-time contracts for delivery drivers and simultaneously rely on alternative contractual methods. There are pros and cons to each type of contract, especially regarding the fluctuations in demand for delivery services.

Full-time, Permanent Contracts

As per the study by Scorn et al., (2024), job security and other benefits including paid leave, health insurance and retirement plans are offered by permanent contracts that are ideal for candidates seeking stability. This kind of arrangement provides commitment, and loyalty and contributes towards lowering turnover rates. On the other hand, these arrangements may not offer flexibility during situations facing fluctuations in demand (Prapinit et al., 2024). During off-peak periods the organisation may face problems due to overstaffing and increased labor costs, while in peak periods it might have to deal with understaffing issues as illustrated in the study by Koulibaly & Noman, (2024).

Temporary Contracts

During fluctuations in demand, temporary contracts can be beneficial. According to the study by Mohamed et al., (2023) these contacts would help the company hire drivers for promotional events and holiday seasons. This would ensure the alignment of staffing level with the workload. It would facilitate the organisation in scaling the workforce as per requirements and help reduce costs linked to long-term benefits. Moreover, it can serve as an exemplary period to identify potential permanent hires, providing an opportunity for the company and the employee to assess fitting the position (Harahap et al., 2024). Yet dependence on such arrangements may lead to continuity issues and diminish customer service quality as explained by Moreno-Saavedra et al., (2024). Temporary staff would lack the experience and familiarity regarding the operations of ParcelCare.

Part-Time Contracts

Another flexible arrangement can be part-time contracts where candidates who seek hours less than full-time are accommodated. These candidates are generally students or individuals who need to maintain a work-life balance (Bourne, 2025). As stated in the study of Muhammad et al., (2023) these contracts can attract a diverse range of candidates, enhancing the talent pool. This kind of arrangement would benefit ParcelCare in maintaining a stable core of full-time drivers while including part-time staff in the workforce during peak seasons, thus facilitating employee retention and satisfaction. Yet there are drawbacks to this kind of arrangement. The complexity of the working schedule and part-time employees being unavailable during critical shifts may affect the service quality (Loske et al., 2025).

AC 4.2 Benefits of effective onboarding at ParcelCare

Investment in an effective onboarding strategy is essential for ParcelCare along with navigating challenges regarding recruiting, retaining and attracting candidates. This would in turn enhance the organisation's performance and employee experiences. A significant impact can be made on productivity, long-term retention and hires integration by building a structured onboarding program.

Improved Employee Retention

Employee retention rates can be increased significantly through an effective onboarding process as stated in the study of Northern, (2023). Being supportive and welcoming towards new employees makes them committed to the company. This would play a vital role for ParcelCare service quality can be disrupted due to high turnover and can cause an increase in recruitment costs.

Enhanced Productivity

As stated by Acar & Sarnic, (2024) in their study, the time to productivity for new candidates can be accelerated using a well-framed onboarding program. Understanding the roles and expectations would be easier for employees through clear guidance, resources and training. It would help the employees understand the job properly, enabling them to contribute to the team meaningfully.

Positive Organisational Culture

An effective onboarding strategy can help build a sense of belonging and align with the values of ParcelCare among the employees. Feeling included in the team of the company culture would motivate new employees to engage with customers and team members. This would further lead to improved teamwork and collaboration.

Reduced Training Costs

As per the study by Slana, (2023) training costs can be lowered by investing in an effective onboarding program. It would ensure thorough and consistent training for recruits and reduce the need for retraining and misunderstandings. Well-prepared employees are prone to make fewer mistakes, thus increasing efficiency and reducing operational disturbances.

Enhanced Employee Satisfaction

According to the study of Hossain, (2023), when employees feel supported and valued a positive perception of the organisation is built among them. The satisfaction they experience translates into improved engagement, high morale and commitment to the organisational goals.

Clear Expectations and Goals

An effective onboarding program helps in establishing clear performance goals and expectations among the recruits. New employees find it easier to navigate and understand their responsibilities. The clarity it provides boosts their confidence and aligns their performances with the company's objectives. This ensures everyone involved is working towards the same goals.

(TOTAL WORDS COUNT IS)

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TO BE COMPLETED BY THE ASSESSOR			
Centre name	MOL	Centre number	531
Learner name	Hazim Alamoudi		
Membership number			

»

ASSESSMENT MARKSHEET

LO1 Understand key contemporary labour market trends and their significance for workforce planning.

LO2 Understand the purpose and importance of workforce planning.

LO3 Understand the impact of employee turnover and the benefits of retention.

****Note to Assessor – Please enter a **mark** for each AC. You need only provide **feedback** where you have awarded a mark of 1. This feedback should be developmental.**

Assessment criteria		Assessor Feedback	Mark 1-4
1.1	Explain how organisations strategically position themselves in competitive labour markets.		3
1.2	Explain the impact of changing labour market conditions on resourcing decisions.	<i>You have added some nice ideas and examples, and I like your responses and suggestions, but you still need to link to the core theory regarding changing labour markets; this should more clearly explore the idea of tight and loose labour markets as a distinct concept.</i>	1

2.1	Analyse the impact of effective workforce planning.		3
2.2	Evaluate the techniques used to support the process of workforce planning.		2
2.3	Evaluate the strengths and weaknesses of different methods of recruitment and selection to build effective workforces.		3
3.1	Discuss factors that influence why people choose to leave or remain in organisations.		3
3.2	Compare different approaches to retaining people.	You have applied the scenario somewhat, but this could still be better overall. I was also satisfied with the approaches to retention you included, but this is not structured comparatively. You have discussed each in isolation; you need to weigh up the pros and cons of each. As a reader, I get no sense of how these approaches compare. If I were on the SLT of parcel care, I'd still be struggling to choose the value of one over another.	1
3.3	Explain the impact of dysfunctional employee turnover.		3
4.1	Assess suitable types of contractual arrangements dependent on specific workforce needs.		2
4.2	Explain the benefits of effective onboarding.		3

Total Marks for Unit <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>	24	Grade	REF
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Total Marks for first Resubmission <i>(your grade has been capped and remains provisional until moderated and confirmed by the CIPD)</i>		Capped Grade	
Total Marks for second Resubmission <i>(your grade has been capped and remains provisional until moderated and confirmed by the CIPD)</i>		Capped Grade	

Note to assessor: *Please use the below box to summarise your overall feedback on the assessment. Please ensure you highlight strengths and any areas for improvement, either referring to specific (good or requires improvement) ACs or commenting more generally across the assessment.*

*Please use a different **font colour** for any resubmission comments)*

General feedback and areas of strength:

Overall, you have developed some sound points and ideas for many of the sections, and you have shown some understanding of the key themes over the learning objectives, passing the majority of the sections overall. You have applied an acceptable structure to your writing and also mostly focused effectively on the questions and command verbs with links to the scenario and wider reading, which was a good first attempt.

Developmental Feedback:

Critically, you must revise sections 1.2 and 3.2 to build on your existing responses here to fully pass. Other than this, the general standard of your writing and overall reasoning was acceptable, but you could have scored higher attainment for a few notable sections. One example of this was section 2.2, where you scored a level two pass. Here, you showed some good knowledge with some nice examples such as scenario planning, and these were well detailed, but the evaluation could have been more robust with more critical points being addressed as part of your exploration of the wider organisational value of each approach to develop deeper insights. Wider reading may have helped you do this overall. Another section, which was a missed opportunity, was section 4.1; again, some points and ideas but limited supporting in-text references limited the pass level here.

Summing Up:

Overall, you developed a well-structured and clearly focused submission here, being able to develop your responses to a good level three pass standard on some occasions. But you could have developed your critical thinking and application of wider reading more consistently across the submission to help

push your level two passes to level three and even some to high passes. You will also need to revisit sections 1.2 and 3.2 to pass this submission overall. I have included detailed supporting feedback in the main marking grid to help you with this.

You have included a reference list. However, you have missed the bibliography.

Assessor name	Submission	Resubmission 1	Resubmission 2
	Mark Booth		
Assessor signature* <i>I confirm that I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner.</i>			
Date	16/12/2024		

*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.

You will receive a **Low Pass/Pass/High Pass** or **Refer/Fail** result at unit level.

Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit.

The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental.

To pass the unit assessment you must achieve a 2 (Low Pass) or above for each of the learning outcomes/assessment criteria.

Mark	Range	Descriptor
1	Refer/Fail	The response DOES NOT demonstrate sufficient knowledge, understanding or skill (as appropriate) to meet the AC. Insufficient examples included where required to support answer. Insufficient or no evidence of the use of wider reading to help inform answer. Presentation or structure of response is not appropriate and does not meet the requirement of the question/assessment brief.
2	Low Pass	The response demonstrates an acceptable level of knowledge, understanding or skill (as appropriate) to meet the AC. Sufficient acceptable examples included where required to support answer. Sufficient evidence of appropriate wider reading to help inform answer. Satisfactory in-text referencing. Answer is acceptable but could be clearer in responding to the question/task and presented in a more coherent way. Required format adopted but some improvement required to the structure and presentation of the response.
3	Pass	The response demonstrates a good level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes confident use of examples, where required to support the answer. Good evidence of appropriate wider reading to help inform answer. A good standard of in-text referencing. Answer responds clearly to the question/task and is well expressed. Presentation and structure of response are appropriate for the question/task.
4	High Pass	The response demonstrates a wide and confident level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes strong examples that illustrate the points being made and support the answer. Considerable evidence of appropriate wider reading to inform answer. An excellent standard of in-text referencing. Answer responds clearly to the question/task and is particularly well expressed or argued. Presentation and structure of response are clear, coherent, and respond directly to the requirements of the question/task.

The total mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria has been referred.

Overall mark	Unit result
0 to 19	Refer/Fail
20 to 25	Low Pass
26 to 32	Pass
33 to 40	High Pass