

# UNIT 2

## Employee resourcing and talent management

- Researching a resourcing plan
- Producing a resourcing plan
- Solving resourcing problems



### Researching a resourcing plan

- 1 a** Companies use a variety of ways to find employees to meet their resourcing needs. Match the resourcing methods (1–8) to their definitions (a–h).

1	succession planning	a	asking company employees to find new employees
2	headhunting and recruitment agencies	b	websites where job offers are posted
3	outsourcing supply	c	preparing managers for senior positions before the job becomes available
4	internal transfer or promotion	d	visits to universities by companies to attract new candidates
5	local print media	e	organisations that specialise in advertising and filling job vacancies
6	job search sites	f	getting part of the company's activity delivered by another organisation
7	employee recommendation	g	newspapers and magazines distributed near the workplace
8	graduate job fair	h	filling vacancies with people already employed by the company

- b** In pairs, discuss the following questions about the resourcing methods (1–8) above.

- Which methods:
  - attract new employees?
  - have a company activity delivered by an outside organisation?
  - meet resourcing needs using the existing workforce?
- Which methods would you use for sourcing the following jobs?

company director    delivery driver    market researcher    nurse

- c** Services can be delivered 'in-house' or they can be outsourced, that is, an outside company can be paid to provide the services. In pairs, discuss the following questions.

- Which types of job are most and least suited to being delivered from outside the company? Why?
- What are the potential benefits and risks to a company of outsourcing?





**7 a** Szoplot is a Central European supermarket chain specialising in low-cost products. Read the resourcing plan for the company on the opposite page and answer the following questions.

- 1 Why is Szoplot's business not badly affected by economic recession?
- 2 Why is wage inflation a worry?
- 3 Does Szoplot have enough workers to meet current demand?
- 4 What problem does a high labour turnover in shops cause?
- 5 What possible solutions are proposed?
- 6 Why is it expected that staffing new shops will be easy?
- 7 How frequently will the plan be reviewed?

- 1 What are our business \_\_\_\_\_?
- 2a What \_\_\_\_\_ might affect these?
- 2b Do we need to change our business \_\_\_\_\_ as a result?
- 3 Does the \_\_\_\_\_ we have now meet our current needs?
- 4a Is there a difference between the workers we have and the workers we \_\_\_\_\_?
- 4b How will we solve any \_\_\_\_\_ in our current workforce?
- 4c What are we going to do to make sure we have \_\_\_\_\_ the right people?
- 5a What will the workforce requirements be in the \_\_\_\_\_?
- 5b Will we have \_\_\_\_\_ the right people in the future?
- 6 What do we need to do and \_\_\_\_\_?
- 7 How will we put our \_\_\_\_\_?
- 8 How will we measure the \_\_\_\_\_ of our plan?
- 9 Does our plan give us the information we need to \_\_\_\_\_ the business?

a shortage of coming years effectiveness enough of external factors improve need objectives (x2) plan into practice shortage problems when workforce

**b** Each stage of the process (1–9) is designed to answer a question. Complete the following questions using the flowchart in Exercise 6a and the words and phrases in the box.



## Resourcing Plan

### Strategy

- To be the market leader in the low-cost food shopping sector in Czech Republic, Slovakia and Poland.
- To provide a limited range of good value, high quality products.
- To achieve this through aggressive pricing campaigns and imaginative marketing and promotion.

### Environmental scanning

The business favours depressed economic conditions as this encourages people to buy cheaper products. Conversely, national wage inflation could raise costs and damage profit margins. However, the current 10% unemployment rate produces a sufficient labour supply.

### Strategy review

The current economic circumstances do not require the strategy to be adjusted.

### Current workforce profile

Szopalo currently employs 1,265 people spread over 42 stores, warehousing, distribution and head office. 70% of the workforce are part-time shop workers.

### Current workforce needs

The current workforce need is for:

- 1,136 store workers
- 72 warehouse and distribution staff
- 57 head office staff\*.

\*A full breakdown is available in appendix 1.

### Current labour surplus or shortfall

There are no current labour surpluses or shortages. However, high labour turnover in shops (25%) leads to temporary problems while posts remain unfilled.

## **SZOPALOT**

### Proposals for resolving current resourcing issues

Consideration could be given to raising wages above competitor rates.

The standard of store management and hygiene factors (issues relating to working conditions) should be investigated.

### Future needs

The company's planned expansion into ten more towns plus entry into the Hungarian market next year mean that the workforce will increase by 31% in the next three years.

### Future supply

It is anticipated that because of the unskilled and semi-skilled nature of shop work, the existing labour pool within the countries of operation will be sufficient to meet labour demands, although managerial positions could be harder to fill.

### Action plan

- 1) Identify the reasons for high labour turnover in shops and aim to solve the problem by bringing down to the company average of 7%.
- 2) Phase the opening of new stores at the rate of one per month, employing approximately 30 people per month, mostly on part-time, shift pattern contracts.

### Implementation plan

- 1) Conduct exit interviews, employee attitude surveys and store visits by HR to gather data.
- 2) Use targeted local media campaigns to advertise store openings and create a touring 'recruitment bus' to interview potential employees.

### Monitoring and review

The plan will be reviewed quarterly to measure effectiveness and make any necessary adjustments.

### Strategic feedback

Management will be informed of any circumstances which may have a strategic impact.

- b** Look at the notes that Agnieszka, Szopalo's HR Manager, used when preparing the resourcing plan. Find a more formal phrase in the plan which means the same as the more informal phrases underlined in her notes.

- Due to high unemployment, (1) we've got enough people to meet our needs.
- (2) There's no need to change our strategy as a result of the state of the economy.
- (3) The management might want to think about offering more money.
- (4) We really need to look into store management and hygiene.
- (5) We predict there will be no problem meeting labour demand in Hungary.
- (6) Let management know about any changes affecting strategy.

**8**

Using the model above, write a resourcing plan for your organisation or an organisation you know well.