STUDY PACK

ON

WORKFORCE PLANNING AND STRATEGIES

INTERMEDIATE II

WORKFORCE PLANNING AND STRATEGIES

INTERMEDIATE II

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FOURTH EDITION

**CHARTERED INSTITUTE OF PERSONNEL
MANAGEMENT OF NIGERIA**

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FOREWORD

This fourth edition of the CIPM study pack is one of the learning resources recommended to persons preparing for certification through professional examinations. It is uniquely prepared to meet the knowledge standards of HR certification bodies and/or degree awarding institutions. The study pack is highly recommended to researchers, people managers and organisations responsible for human capital development in its entirety.

Each chapter in the text has been logically arranged to sufficiently cover all the various sections of this subject as itemised in the CIPM examination syllabus. This is to enhance systematic learning and understanding of the users. The document, a product of in-depth study and research, is practical and original. We have ensured that topics and sub-topics are based on the syllabus and on contemporary HR best practices.

Although concerted effort has been made to ensure that the text is up to date in matters relating to theories and practices of contemporary issues in HR, nevertheless, we advise and encourage students to complement the study text with other study materials recommended in the syllabus. This is to ensure total coverage of the elastic scope and dynamics of the HR profession.

Thank you and do have a productive preparation as you navigate through the process of becoming a seasoned Human Resources Management professional.

Olusegun Mojeed, FCIPM, fnli
President & Chairman of the Governing Council

ACKNOWLEDGEMENT

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CHAPTER ONE

CHAPTER ONE: MANNING AND SKILL REQUIREMENTS PLANNING

Learning Objectives

At the end of this chapter, learners should be able to:

1. Ascertain the need for Workforce Planning.
2. Highlight and explain the relevance of a staffing plan and gap analysis.
3. Describe the procedure and steps of workforce planning.
4. Identify potential strategies to address future workforce and skill gaps.
5. Discuss the major skills the 21st century Human Resource Managers must possess.

1.0 Introduction

Manning and skill requirements planning is a strategic process that organizations undertake to ensure they have the right number of qualified personnel with the necessary skills to achieve the organization's objectives now and in the future. It involves analyzing workforce needs, identifying skill requirements, and implementing strategies to acquire, develop, and retain talent. By aligning workforce capabilities with organizational objectives, organizations can optimize resource allocation, improve productivity, and stay competitive in their respective industries.

1. **Clarification and Definition of Concepts:**

1.1 What is Human Resource Management?

This concept has been defined in various ways. It is simply the process of attracting, developing, motivating and retaining the right people in an organization while helping to develop an appropriate culture and climate that will support the achievement of the organizational objectives.

Put differently, or in other words, Human Resource Management (HRM) could be defined as the function within an organization that focuses on recruitment, training, management, and providing direction for the people who work in the organization.

Human Resource Management in its simplest definition means the management of organization's manpower or workforce or human resources towards achieving its corporate goals.

According to Toyin Oloyede (2015), Human Resource Management is that part of management which is concerned with people at work and with their relationships within the organization. It seeks to bring men and women who make up an organization, enabling each to make their own best contribution to its success both as an individual and as a member of a working group.

Human Resource Management is the term increasingly used to refer to the philosophy, policies, procedures and practices relating to the management of people within organizations. It is the qualitative improvement of human beings who are considered the most valuable asset of an organization: the sources, resources and end-users of all products and services.

Human Resource Management is concerned with planning, organizing, directing and controlling recruitment, selection and placement, induction, training and development, compensation, integration and retention of people for the purpose of contributing to the goals of the organization (Akin Akinpelu 2018)

In today's world of work, following Armstrong (2014) the Human Resource Management is supposed to occupy an enviable position in any organization. The major functions of Human Resource Management include the following:

i. To acquire, recruit, and retain employees, both new and old in the organization.
ii. To maintain adequate information through a database regarding employee's skills and capabilities.
iii. To acquire and maintain adequate supply of employees for smooth workforce planning.
iv. To conduct orientation, induction and motivate fresh employees in the organization with regards to the do's and don'ts and various other provisions available for them.
v. To design a well-considered promotion, transfer and dismissal policies within the organization.
vi. To formulate policies towards training and development of the workforce to enable them perform present and future expected jobs.
vii. To prepare employees on safety awareness.
viii. To help in creating and building a work culture full of loyalties, commitment, dedication and hard work.
ix. To liaise with the finance and other departments in preparing and implementing compensation and reward packages for the organization.
x. To help in organizing and maintaining welfare and recreational facilities in or outside the organization.
xi. To supervise the industrial relations activities within and outside the organization with regards to collective bargaining, trade disputes, grievance issues, among others.

1.2. Workforce or Human Resource Planning

Workforce or Manpower or Human Resource Planning can be defined as the systematic and continuous process of ensuring that an organization engages the right number (people), with the right skills/competencies, doing the right jobs (placement) and at the right time (specific period). It is the totality of energy, skills and knowledge in an organization, institution, or a country (Akin Akinpelu 2018).

According to Akata Grant (2016), Workforce Planning is a process of determining and ensuring that the organization will have an adequate number of qualified and competent persons available at appropriate times, performing jobs which will meet the needs of the organization and provide job satisfaction for individuals involved. It is the systematic and continued process of analyzing an organization's human resource needs under the changing conditions and developing personnel policies appropriate to the long-term effectiveness of the organization.

Workforce or Human Resource Planning starts with the assessment of the organization's current Human Resource, forecasts are then made of the future total requirements based on the goals and plans of the organization that will benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs.

Simply put, Workforce or Human Resource Planning is an intellectual process of selecting the best alternative method to achieve the laid down objectives of an organization. It is the process of finding answers to the following questions:

i. Where are we now? (self-appraisal of strength and weaknesses);
ii. Where do we want to go, either short term or long term? Goal setting in clear terms – SMART;
iii. How do we get or achieve our goals? - Methods or alternatives that exist to reach the expected goals.

Workforce planning can be categorized into four (4) major segments: Short-Term Planning, Medium Term Planning, Long Term Planning and Strategic Workforce Planning Ulrich, D. (2013).

i. **Short-Term Planning/Operational Workforce Planning:** It is the process and systems applied to gathering, analyzing, and reporting on workforce planning strategy. It plays an important role and often in different ways. It usually covers 12–18 months and should align with the timeframe of the business planning cycle.
ii. **Medium Term Planning**: It involves establishing objectives by trying to adjust employees' skills to match those that will be needed in the immediate future. The focus includes recruitment, selection, and placement programs as well as performance appraisal system aimed at who in the workforce is available to fill certain positions. It often covers a period of 3-7 years.
iii. **Long Term Planning**: It involves career planning and management succession. It is very difficult for organizations to have 100% clear picture of what and where they will be in 10-20-40 years' time. Hence, this becomes one of the most important tasks of any corporate survival. It covers a period of 10 years and above.
iv. **Strategic Workforce Planning**: This specifically focuses on identifying the workforce implications, current transition, and future of business strategic objectives, including scenario planning. It usually covers a period of 3-5-years forecast and aligned basically to business needs and outcomes.

1.3. Why do we need Workforce Planning and Strategies?

It helps every organization in determining the following:
i. The right size of employees in an organization;
ii. People to be recruited, retrained, promoted, and retained until retirement;
iii. People to be exited with, that is, those to be disengaged – through resignation, termination, dismissal, redundancy, retrenchment, etc.

1.4. Objectives of Workplace Planning:

Listed below are various objectives of Workforce Planning. It helps:

i. To have the right people for the jobs at the right time, place, and appropriate skills.
ii. To ensure optimum use of human resources currently employed.
iii. To estimate the cost of Human Resources (HR or Staff budgeting).
iv. To provide for future workforce needs of the organization in terms of skills, diversity, and dexterity.
v. To ensure the constant availability of standard skills, knowledge, ability, and attitude.
vi. To serve as employees' retention strategy for consistent highflyers and reduce pressure and dependence on external recruitment.
vii. To identify training needs and competency mapping.
viii. To accommodate future requirements arising not only because of future need but as a result of diversification, technological changes and business continuity and expansion.
ix. To minimize hiring costs and improve productivity.
x. To align the HR goals with the Business Strategy.

1.5. Procedures and Steps of Workforce Planning

Human Resource Management has assumed a vital strategic role in recent years as organizations attempt to compete through people. Historically, Human Resource Management (HRM) was known as personnel management, which deals with the formal system of managing people.

As a result of constant change in the world of work, there are some basic procedures and steps that must be included in the workforce plans as stated below:
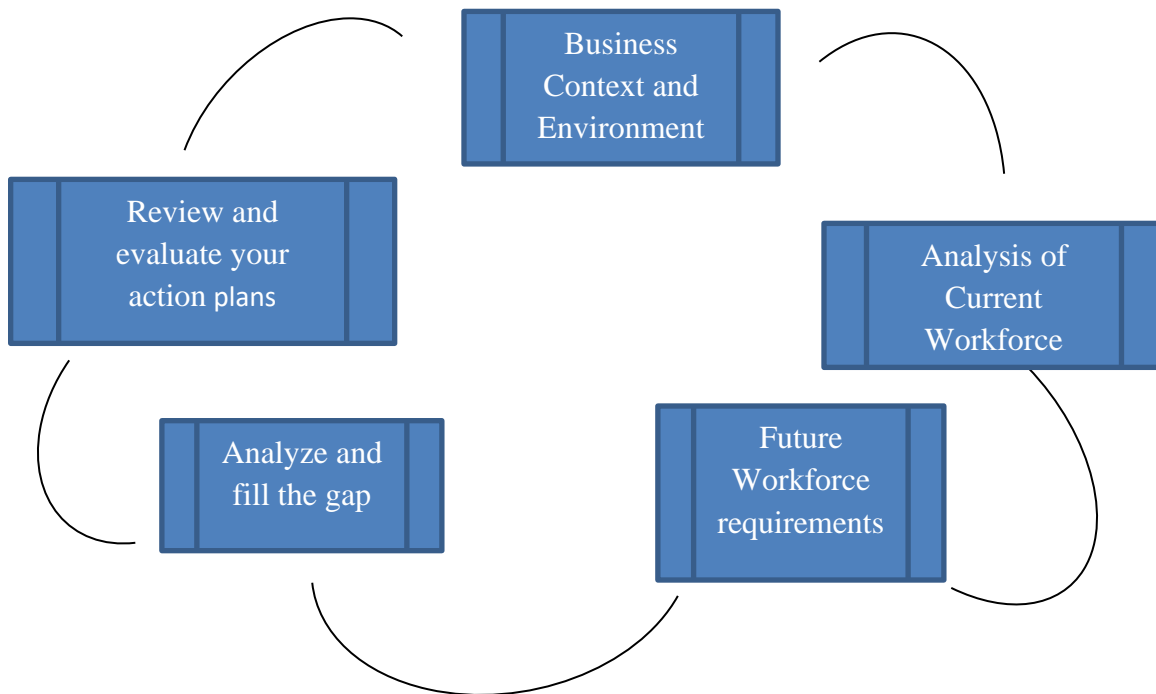
Source: FT Mastering Management. London Business School

Step 1: **Business Context and Environment**:

Workforce planning must directly link to the business goals. To this end, the first step is to think about the business context. The following questions and more need to be answered:
  i.   What are the business goals and vision?
  ii.   Where is the business heading? Is it growing, downsizing, transitioning, shifting skills, introducing new technology or is it in a maintenance mode?
  iii. What are the economic conditions that impact on the industry, sector, markets? Does this impact directly on the business?
  iv.   What is going on internally in the business and how will this impact on the workforce requirements?
  v.   What are the short, medium and long-term goals for the business?
  vi.   What workforce skills and capability are required in achieving these business goals?

Step 2: Analyzing the Current Workforce Profile:

The development of a workforce planning system requires an inventory of the individuals already employed by the organization. Information about each employee should be obtained and stored in a manner that is easily accessible. Only information that is relevant to the workforce planning system should be kept in the inventory. This is known as Employee or Workforce Profile.

The following information and more would be typically useful in an Employee Profile:
  i.   Name of the employee;
  ii.   Present job, category, or current position;
  iii. Age, Sex/Gender;
  iv.   Skills – including areas of knowledge and experience;
  v.   Educational levels including degrees and certifications;
  vi.   Geographical location if the organization is spread across different regions/zones;
  vii. Length of Service: time in present position and retirement status;
  viii. Potentials for development and interests in promotion;
  ix.   Wages and Salaries profile;
  x.   Performance Management and Supervisory Evaluation.

Step 3: **Forecasting Workforce Requirements:**

This step includes projecting what the workforce needs for the future will be based on, as well as the strategic goals and vision of the organization. It must also bear in mind the need to accommodate external challenges that can affect the organization. Some relevant questions to ask during this stage include:
  i.   Which jobs will need to be filled in the upcoming period?
  ii.   What skill sets will people need?
  iii. How many staff will be required to meet the strategic goals of the organization?
  iv.   Is the economy affecting the work and ability to appeal to new employees?
  v.   How is the business community evolving or expected to change in the upcoming period?
  vi.   What employee profile will fit into the new or changing business community?

Step 4: Analyze and Fill the Gap:

This step gives the opportunity to know about the current workforce. What is the management perspective of the future workforce outlook and compare the difference? This process is referred to as gap analysis. This gives a clear idea of the gap between the skills, staff number, job roles and experience between the current workforce and the workforce that will be required to achieve the future business or corporate workforce goals. Once this critical stage is resolved, then the management can start to build a workforce action, plan to manage this gap and achieve its goals.

Step 5: Review and Evaluation of your Action Plans:

In this step, measurement and appraisal of performance becomes vital, in that responsibility is placed on individuals and teams. This measurement serves as the basis of management control and how the contribution of the business unit to the organization can be measured and recognized.

1.6. Workforce Planning Process:

In any organization, the Workforce Planning process may occur in the following three stages: Planning, Programming, and Evaluating.

PLANNING   **PROGRAMMING**   **EVALUATION**

| Organizational Strategic Planning | | |

| HRM environmental scanning | Human Resources Planning | Human Resources activities | Results |

| - Labor markets
- Technology
- Legislation
- Competition
- Economy | - Demand forecast
- Internal Labor supply
- External Labor supply
- Job Analysis | - Employee Recruitment
- Employee Selection
- Outplacement
- Training and development
- Performance Appraisal
- Reward systems
- Labor relations | - Productivity
- Quality
- Innovation
- Satisfaction
- Turnover
- Absenteeism
- Health |

Source: FT Mastering Management. London Business School

1.7. Skill Gap Analysis:

A skills gap analysis is a veritable tool that helps in revealing the variances between the existing and the required skill levels, as well as identifying the best strategies to close the gap or reduce the variation. It is usually used to determine the training and or hiring requirements of an employee or group of the organization. The skills required can be easily identified by answering the following questions:

   i.   Which skills does the organization value?
  ii.   Which skills do the employees require to do their jobs both now and in the future?

It is important to measure the current skills within an organization. To achieve this, the following steps can be used to measure the existing skills:
   i.   Assessments and surveys.
  ii.   Employee interviews.
 iii.   Performance review feedback.

Conducting an Effective Skills Gap Analysis:

Conducting an effective skills gap analysis helps organizations to move forward. It enables the management gain invaluable insights into the workforce. Skills gap analysis should be done at two levels – at an individual and at a team level.

1**. Plan skill gap analysis:** It is essential to effectively plan, who will be the team lead who exactly needs to provide required data in different departments to enable the team lead to uncover the skill gaps of the individual employees in their respective departments, etc.

  2. **Define the organization's future goals:** To figure out the required skills from the employees, the following questions must be clearly defined:
       i.   What are organization's strategic goals in the next 3 to 5 years?
     ii.   What skills exist in the current workforce?
    iii.   What skills sets are required from the employees in the future?
    iv.   What areas of business are lacking knowledge or resources?
     v.   What jobs need to be filled to allow the organization to get to where it needs to go?
    vi.   How can appropriate HR strategies be developed to achieve the earlier identified corporate strategies?

  3. **Consider the future of work trends:** As the rapid technological breakthroughs continue to impact the world of work, the organization needs to know and determine the following:
       i.   Which jobs have the potential to become automated?
     ii.   What skills sets are currently on the rise?
    iii.   Which currently not yet existing positions that the organization will need?

  4. **Determine key skills needed for the future:** An organization must be seen to be proactive always to remain competitive. To mitigate against being reactive each time a new skills gap is

identified in the workforce, it is essential to adopt new technologies and embrace new practices to achieve corporate growth. Conducting skills gap analysis will help to cope with the speed with which organizations are being bombarded with new developments making it incredibly difficult for companies to constantly find employees with specific skill sets to use these technologies.

5. **Measure the current skills in the workforce:** To achieve this is simply establishing a 360-degree feedback process, to determine the current skill, set. It is basically soliciting feedback from everyone who encounters the employee, such as peers or colleagues, line managers, clients, as well as having the employee themselves appraise and confirm where they see their skills gaps.

    Appropriate answers must be given to the following:
    i.   What is the organization's current skills inventory?
    ii. Examine individual employee's Key Performance Indicators (KPIs) to determine how each employee contributes to the business.
    iii. Conduct skills assessments, surveys and/or interviews with employees.
    iv. Check out individual and team performance reviews to see where employees and teams are lacking certain skills.

6. **Find out where the gaps are:** Basically, conducting skills gap analysis is expected to reveal what gaps exist and how that differs from where the organization wants to be in the future. As well as identifying the specific challenges an organization is currently facing (or will be) facing in terms of workforce skills.

    For example, Manufacturing industries are predicting over 2 million manufacturing jobs unfilled in the next decade, due to a shortage of strong STEM (Science, Technology, Engineering and Math) skills in both current and new employees. The financial and business services sector is expected to have a talent deficit of almost 3 million workers due to rapid rise in and adoption of disruptive technologies. The deficit will be a result of a lack of qualified candidates capable of using "disruptive technologies."

7. **Put skill gap analysis findings into action:** It is not enough to discover skills gaps; it is important to start planning how to fill them. To achieve this, can be done through a combination of training, learning and development, developing talent pipeline, and talent acquisition. Considering the dynamics in the world of work, the following will help close the gaps between the organization's current skill level and the desired skill level:

    i.   Reskilling
    ii. Up-skilling
    iii. Retooling:

    You will benefit by not only developing their existing skills but by training them for your future business needs they are more likely to stick with you because you are investing in their career development.

i. You can provide this training yourself or you can draw on the expertise of professional training firms to carry out workshops, conduct training sessions or hold seminars for your employees.
ii. As well as training employees to close the skills gap, you could also invest in subscriptions to industry publications, to keep employees abreast of new and emerging technologies.
iii. You could run employee mentorship programs to aid transfer of skills and knowledge.
iv. Have employees attend industry-specific events or conferences to gain new, much needed skills.
v. Develop apprenticeship and internship programs to fill your talent pipeline.
vi. Put in place skills assessments to use in your recruitment process.
vii. Hire contingent workers. If your skills gap is too wide, consider hiring in new knowledge to bridge the gap. Adapt your hiring process to take into account the potential skills gap that you will encounter in the future. Hire prospectively and screen candidates for the skills that you might require, anticipating those gaps.

The aim of this workbook, therefore, is to highlight some essential skills the 21st century employers look for in job seekers. Of course, this may not be perfect for every situation, but it is a good start:

1. **Problem Solving skill**: The modern employers want to see that job applicants can troubleshoot and solve problems independently. To prove to a Recruitment Consultant during a job interview that you are a problem solver, an applicant would be expected to cite an example from a past job where he identified a unique problem, developed a solution, and successfully resolved the issue.
2. **Creativity and Innovations skill**: A job seeker should be able to offer a fresh perspective towards the corporate goals. Employers want to know how the job applicants will bring new ideas about how the organization can grow. It is also a good opportunity for the candidates to show what they know about the organization and the research they have done, both of which employers expect from any candidate regardless of experience.
3. **Self-motivation skill:** This point piggybacks on the last point because, if an applicant can show creativity and innovation, chances are that such individual is a self-motivated person. This skill is something important to employers because it ensures that they would not need to walk the new employee through every little decision every step of the way. It also shows that the new employee is interested in growth.
4. **Data Analytics & Metrics skill:** We are moving into even more of a data-driven world. But numbers alone are useless, unless there is a human who can interpret them. As a result, more employers are searching for job candidates who can understand and utilize data. This is an important skill for everyone, not just for job seekers seeking traditional data jobs.
   Both employers and employees should have some experience with data analytics and computational thinking.
   For example, from a recent Job Vacancy Analysis report: a total of 671 job vacancies were published in Nigeria: Manufacturing industry has the highest of 164, Administration and Management profession came tops as the most sought-after profession with 186 advert placements. The Minimum Academic Qualifications (MAQ), has a total of 165 requests for B.Sc. and the combination of B.Sc./HND at 178, making it the most sought after MAQs. Most recruiting activities remain located in the South-West Geo-Political zone, with 460 vacancy

placements. Lagos remains the hub of recruitment activities as 300 (44.9%) account for the entire southwest vacancies.

5. **Information Technology and Social Media literacy:** social media such as Facebook, Twitter, LinkedIn Instagram, and the like, is changing the way organizations do business. Hence, it is one of the top five job skills 21st Century employers seeking in new hires. This is why it is important to not only understand how these tools work but also be able to effectively use them for business purposes. But many job seekers today still are not leveraging on the wide-reaching effects of social media. One way to highlight your social media skills during a job interview is by demonstrating how you use these media to stay on top of industry news and interact with thought or opinion leaders. What types of articles do you share on Facebook? Have you built a strong following on Instagram to show off your eye for the extraordinary? Your social media activity should serve a concrete purpose beyond being a cure for boredom.

6. **Resiliency**: Modern employers want to see that job seekers can thrive in tough situations. While it is like problem solving, resiliency is more focused on job seekers' ability to recover from setbacks. Instead of crumbling under pressure, "passing-the-buck" or blame everybody except self. It is essential that an applicant learns from failure and finds ways to make the best of a bad situation. That is why resiliency is one of the most coveted soft skills in today's job market.

7. **Technical skills**: Job seekers are expected to identify and articulate their skills, strengths, knowledge, and experiences relevant to the position desired, career goals, and identify areas necessary for their professional growth. The ability to navigate and explore job options, understand, and take the steps necessary to pursue opportunities, and understand how to self-advocate for opportunities in the workplace is crucial. For example, as a Legal Adviser, he must be an authority in the Industrial Disputes Act. Likewise, an Accountant must have good mastery of fundamental accounting principles and appropriate financial regulatory legislations.

8. **Professionalism/work ethics:** This is the ability to demonstrate personal accountability and effective work habits, such as, punctuality, (team spirit) working productively with others, and time workload management, and understanding the impact of non-verbal communication on professional work image. Ability to demonstrate integrity and ethical behavior, act responsibly with the interests of the larger community in mind, and ability to learn from mistakes.

9. *Oral/Written communication skill:* Ability to articulate thoughts and ideas clearly and effectively in written and oral forms to other people inside and outside of the organization is very critical. Public speaking skills: ability to express ideas to others; and write/edit memos, letters, and complex technical reports clearly and effectively cannot be over emphasized. The employers are watchful of the "K.I.S.S principle" which is *"Keep It Short and Simple".*

10. **Teamwork/Collaboration skill:** Being able to build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. It is the ability to work within a team structure, negotiate and effectively manage conflicts.

11. **Global/Intercultural fluency:** How can you demonstrate openness, inclusiveness, sensitivity, and the ability to interact respectfully with all people and understand individuals' differences such as values, respect, and learn from diverse cultures, races, ages, genders, sexual orientations, and religion.

12. **Willingness to Learn**: This may not seem like a *skill* per say, but willingness to learn new skills is one of the most compelling characteristics job seekers can possess today. It could be through industry conferences, certification courses, online classes, or Meet-up Groups, you

should always be taking steps to improve and gain new job skills. Employers want to know: do you have an appetite to learn new things? Do you stay on top of industry trends? Do you push yourself and take on tasks that are outside your comfort zone? Those traits all reflect your desire to enhance your skill set, making you a more valuable worker to any employer.

13. **Robust resume/curriculum vitae:** One sure-fire way to get an employer's or Recruitment Consultant's attention and convince them to call you in for an interview is to have a "knockout resume/curriculum vitae" that simply highlights not only your skills and relevant job experience, but also the values you would bring to the organization.

14. **A high GPA:** You might be thinking that is not a skill. Nevertheless, it is worth putting on the list because it is a characteristic that comes more into play, especially for the recent or fresh graduates. A high GPA is something employers look for in new graduates to get the interview, which as we all know is the next step to showing off all of the other skills on this list. However, some employers value interview performance more than the GPA in their ultimate hiring decision, so there is no need to panic!

15. **Right Attitude:** A lot of job seekers today have "character-deficit issues" or attitudinal problems. Some job seekers are overzealous of their pedigree then neglected and taken for granted the place of character and good relationship with people. Hence, there is need for such people to consciously work on their character and avoid self-sabotage. Remember, Thomas Jefferson, the third President of the United States of America said, "nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."

1.8. The 21st Century HR Managers' Role

According to Grant Akata (2016), for the 21st century HR Manager to impact the organization's bottom line, he should possess 3 major skills which are summarized as follows:

a) **Strategic focus** – Being a business partner, he is expected to:
   i. Understand the business (mission/vision/value/objectives and operations).
   ii. Be strategic in thinking and action(s).
   iii. Focus on value deliverables through people.
   iv. Drive the 3Es of management functions which are: Efficient, Effective, and Economical.
   v. Install smart HR processes –Information Technology enabled (time and cost saving)

b) Skills Set:
   i. Multiple skills to be able to effectively handle the multigenerational workforce.
   ii. Continuous and lifelong learning.
   iii. Top class leadership skills, that is, have an:
      – Helicopter view of the business.
      – Relationship management (Team and emotional intelligence)

c) Innovation and Creativity:
   i. Be entrepreneurial in approach (Thinking out of the box)
   ii. Feel and be empowered
   iii. Tolerance of error (no blame game)

In the primary role as well as in the secondary roles, the HR managers require the following certain skills:

i.   Human Relations Skill: to become a leader, he must possess Human Relation Skill. Such skill is necessary to get along with peers as well as superiors.

ii.   Technical Skill: to become a good supervisor, he must know the job he is supervising. For example, as a Legal Adviser, he must be an authority in Industrial Disputes Act.

iii.   Conceptual Skill: as a manager he must plan, forecast, evaluate alternatives or options and take the best course of action so as to guide the organization and persons in proper direction. The manager needs to ask questions such as; which is the correct path? What problems are likely to be encountered? How can the business be sustained?   Therefore, looking far into the future requires a special type of skill. This is called conceptual skill.

iv.   Innovation Skill: as the managerial level goes up, more and more conceptual skill is applied. There have been many revolutionary changes in the managerial skill. One special skill, which stands out for this success, is the problem-solving ability through innovation. Hopeless situation was converted to success stories by this skill. Japan, for example, applied innovation, not only in production development area or technology but also in production technology, marketing, human relations, investment and international cooperation. This led to the introduction of the forth-managerial skill called Innovation skill.

Conclusion:

Workforce planning is a systematic process that identifies and clarifies the current and future human resources needs for an organization to achieve its goals. It is a process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements.

It can be categorized into 4 major components: short-term planning, medium term planning, long term planning and strategic workforce planning.

For the 21st century HR Manager to impact the organization's bottom line, he should possess 3 major skills which are strategic focus, multiple skill sets as well as innovation and creativity:

Review Questions:

1. Workforce Planning could be referred to as any rational and planned approach for ensuring ………
   (A) Retention of staff in the organization
   (B) The optimal utilization of staff
   (C) The disengagement of staff as necessary
   (D) All of the above

2. All but one is the features of planning:
   (A) Planning is pervasive
   (B) Planning is not continuous
   (C) Planning is futuristic
   (D) Planning focuses on achieving objectives

3. Which of the following is not an appropriate replacement for the term personnel management?
(A) Human Resource
(B) Human Resource Management
(C) Human Capital
(D) Human Creed

4. Importance of Manpower Planning to an organization includes all of the following except:
(A) Higher Productivity
(B) Inefficient Utilization of resources
(C) Being Key to Managerial function
(D) Motivation of employees for efficient performance

5. Human resource planning is primarily focused on:
(A) Current and future employees.
(B) Past, current and future employees.
(C) Current employees only.
(D) Future employees only.

6. The process of estimating the future numbers of people required and the likely skills and the competencies they will need is known as _____

Management case study:

John Bell Investment Limited prides herself in capacity building of her workforce by constantly investing in their learning and development. Stella is an Investment Analyst who was employed into the company three (3) months ago based on her uncle's relationship with the Managing Director (MD). Stella found a relevant training program online which she believes will equip her with additional skills if she attended. She approached the MD and got approval to attend the program.

Paul has been with the organization for three (3) years and received several commendations from his line manager on his performance. He has put in several requests over the last two years to attend similar training programs. However, his requests were denied at those times, because his line manager also had an excuse for denial.

Paul was shocked that Stella's request was approved for a training he believes Stella does not require at the moment. He is utterly displeased because he believes the training is essential in developing his competencies in managing investment portfolios.

You have recently been employed as the human resources manager for the organization. You have come to learn about this from Paul. He has confided in you that he intends to start looking out for other job opportunities. Based on your meeting with Paul's line manager, he is a good addition to the organization and in line for the next head of department in another five (5) years. You realize, the company cannot afford to lose him.

1. What do you think the company is lacking from a human resource perspective?

2. What type of structure or policy will you put in place to ensure there is a fair process in identifying and managing workforce skill gaps?

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CHAPTER TWO

CHAPTER TWO: PROFESSIONAL DEVELOPMENT

Learning Objectives:

At the end of this chapter, learners should be able to:
  i. State how to develop, formulate and implement professional development plans and initiatives.
  ii. Describe the benefits and relevance of Professional Development and competencies.
  iii. Ascertain the guideline and steps to creating a professional skills development plan.

2.0. Introduction

2.1. Professionalism Defined:

Merriam-Webster defines professionalism as "the skill, good judgment, and polite behaviour that is expected from a person who is trained to do a job well". Professionalism has to do with the acquisition of relevant, appropriate, and required training and skills.

> Professionalism is not the job one does; it is how well the job is done. Professionalism is what separates the mediocre from the great. It is what makes people want to work with an individual and what allows such person to achieve his full potential (Aremu, S. B 2023).

2.2. Core Values of Professionalism:

For some, being professional might mean dressing smartly at work, or doing a good job. For others, being professional means having advanced degrees or other certifications, framed and hung on the office wall. While professionalism encompasses all of these definitions, it covers much more. It includes a number of different attributes, characteristics and core values some of which are highlighted below:
  i. Competence: Professionals are reliable, manage expectations and find solutions when things go wrong. They recognize their limitations and don't make excuses but focus on getting the job done well.
  ii. Conscientiousness: Professionals set high standards, plan and prioritize their work to keep it under control.
  iii. Integrity: Professionals exhibit strong moral principles, insist on doing the right thing, even when it means taking a more difficult path or in the face of personal risk or inconvenience. They are above board and without questionable character.
  iv. Specialized Knowledge/Expertise: Professionals are known for their specialized knowledge. They work in a serious, thoughtful and sustained way to master the specialized knowledge needed to succeed in their fields.
  v. Humility: True professionals are humble. If a project or job falls outside their scope of expertise, they are not afraid to admit and immediately ask for help when they need it.
  vi. Accountability: Professionals hold themselves accountable for their thoughts, words, and actions, especially when they have made a mistake. They should be ready to give an account for their stewardship to relevant authorities when necessary.

vii.   Emotional Intelligence: A true professional must be self-regulated particularly when one is under pressure. It is the ability to effectively manage self-emotion, and other people's feelings. They demonstrate and maintain a calm, business-like demeanor and show respect for people around them, no matter what their role or situation.

Professional Development has been defined in various ways by different scholars. It is gaining new skills through continuing education and career training after entering the workforce, including workshops, attending professional or industry conferences, acquiring academic degrees, certificates to expand knowledge as well as attending informal learning opportunities to strengthen or gain new skills in a chosen field.

Professional development may be formal or informal. It may be in the form of pre-service or in-service programs. It could be in groups or individualized. An individual employee may pursue professional development independently. Likewise, the Human Resource Department may create, develop and implement it in line with the corporate goals and objectives.

There is a variety of approaches to professional development including:
  i. **Consultation** – meeting and talking with someone who is a professional about a problem or question. It assists an individual or group to clarify and address immediate needs following a systematic problem-solving process.
 ii. **Coaching** – is developing a partnership between the manager and the employee. It is aimed to enhance employee's competencies in a specific skill area by providing a process of observation, reflection, and action. It creates a shared understanding about what needs to be achieved and how it is to be achieved.
iii. **Communities of Practice** – is engaging in shared inquiry and learning with people who have a common goal.
 iv. **Lesson study**   is a teaching improvement process, basically to solve practical dilemmas related to intervention or instruction through participation with other professionals in systematically examining practice.
  v. **Mentoring** – is when someone shares his knowledge, skills and experience with another person, especially a less experienced and often younger person in order to influence the personal and professional growth of a mentee.
 vi. **Reflective supervision** - to support, develop and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the rationale for their own practices.
vii. **Technical Assistance** –providing targeted support to assist individuals and their organization to improve by offering resources and information, supporting networking and change efforts.
viii. **Case study** – is a teaching approach that consists in presenting the students with a case, putting them in the role of a decision maker who is facing a problem.

Managing a business with a workforce who have the skills and knowledge to remain productive and competitive is dependent on a few factors. One of such is developing, formulating, and implementing a successful professional development plan and initiatives that nurtures employees and can optimize on their talents.

Creating professional development plan is more than simply sending employees off to commercially advertised courses and programs that are really nothing more than "one day wonders." Professional development programs must be well-thought-out, train for skills that are important to the organization's strategic objectives and provide for a successive and progressive skill base.

> *According to Barbara Bowes, "training current employees is not a "nice to have" perk. Instead, it is a critical investment in a strategy that leads to internal promotion, succession planning and employee development. It is an investment in employee productivity and retention by providing career progression and employee job satisfaction over the long-term. A strong internal employee development program can lead to an external reputation that provides an enticement for new potential candidates to join a firm".*

Source: Adapted from Winnipeg Free Press article, "Invest in your Workforce," Aug 12, 2006, by Barbara J. Bowes.

2.3. How to develop, formulate and implement a professional development plan:

The following are effective strategies for establishing and developing professional development journey.

i. **Understand skill requirements**: Conducting a job analysis of all job families will enable an employer to identify the skills required for each critical area. Thereafter, it is essential to conduct a Training Needs Assessment (TNA) to determine where the skill gaps are. Then, prioritize these skill development needs for short- and long-term.

ii. **Determine skill commonalities**: Determine skill commonalities between jobs and prepare to cross train employees so they transition between several jobs. This creates opportunities for employees to learn new skills and talents, while at the same time, providing an organization with overall employment flexibility.

iii. **Apply a career progression strategy**: Employees will commit to an employer when they see opportunity for the future. At the same time, employees must also take personal responsibility for their own career. Prior to taking any additional training other than new employee orientation, provide a career management program for all categories of employees. This training program helps individuals understand what they are good at, what they like to do, what motivates them and in what environment they best excel. Once employees gain this understanding, help them to match their personal goals with corporate goals and help them to see a future with the organization.

iv. **Create formal training opportunities**. Once skill needs are identified, design and develop customized training programs that specifically address those needs. Utilize a variety of learning methodologies and activities, such as case studies through which participants can apply their learning. Determine which skills can be best trained in-house versus externally and structure your training programs so that participants can progressively build their skills.

v. **Reward and recognize participant success**. Recognizing success helps to increase employee self-esteem and creates increased value for in-house developmental programs. At the same time, seek credit for in-house programs with local educational and professional

institutions, such as the Chartered Institute of Personnel Management of Nigeria (CIPM), Institute of Chartered Accountants of Nigeria (ICAN), Chartered Institute of Bankers of Nigeria (CIBN) and others.

vi. **Provide informal training opportunities**. Employees will benefit a great deal from informal training opportunities. Seek opportunities to provide full-time or part-time temporary assignments, participation in special projects, and membership on a cross functional team or participation in short-term transfers to different departments where they can learn and grow.

vii. **Train internal Trainers, Mentors and Coaches**: Utilizing internal expertise is another way to increase personal and professional self-esteem while at the same time providing overall training consistency. These internal experts are role models who understand an organization, the culture, and the key skill families. As well, they can spot unknown internal talent and encourage them to move forward in their career.

viii. **Formalize employee mentoring**: While mentoring is often provided through a buddy system during initial orientation or onboarding, mentorship needs to be carried forward on a longer term. Identify employees' skill needs and assign a mentor for short periods of time. This also allows for improved interpersonal communication and helps individuals feel they belong to the organization.

ix. **Create a dual career track**: Since employees are often motivated by either technical or managerial expertise, it is best to offer a dual career track so that managerial roles are not the only advancement opportunity. For instance, an employer can recognize technical experts by providing an opportunity to train, mentor or advise rather than supervise. As well, do not forget to balance compensation strategies to give recognition to the importance of technical expertise.

x. **Integrate performance management and career development**: Managers must work in tandem with employees to review performance and plan for continuous learning and career development. Set up a program that is progressive, meets individual interests while at the same time satisfies organizational objectives. Instill within each employee a personal drive to succeed and to engage in continuous learning by developing a personal plan that includes targets, action steps, and schedules. For many organizations, the shortage of workers is no longer "pending," it is "here and now." Recruitment alone is not going to solve the problem. Although professional development is a lengthier initiative, it will, however, go a long way to helping create labor force stability, employees' loyalty and longer-term retention.

2.4. Implementation Stage of professional development:

The implementation stage is the actual conduct of the professional development initiative. The Human Resource Manager must put in place good conditions for the employees to learn. The condition of learning during a corporate capacity development is quite different from those of formal school environment (Akinpelu 2023).

The participants under a professional development program want to acquire more knowledge about their job, learn more skills to be able to do the job well and modify their attitude toward the job. He should not be seen as a "student under instructions" in order not to hurt his ego. He should participate in the learning process. Therefore, before any employee can benefit from any

professional development initiative which is aimed to enhance the competencies of the workforce to properly align them for improved performance the following should be taken into consideration:

i. **Motivation**: The employee must be motivated to learn by seeing the program more necessary for the improvement of his performance and career development than for any other purpose. Once he is convinced that his own achievement, promotion, and status in society depend on his performance, he would sacrifice as much as possible to learn.

ii. **Relevance**: The program must be relevant to his job for better results. The employee would therefore want to see further means of improving his performance and consequently be interested in learning more.

iii. **Change**: The employee should be able to decide that his previous ways or methods of doing the job are not good enough and judge that the new skills will help him to improve. The program should be able to re-create and recondition his attitude to the work.

iv. **Variety**: There must be variation in the learning process to prevent boredom.

v. **Practicality**: The Facilitators, Coach or Instructors should be practical and near real life situation as possible. The employee should also be given sufficient time to practice what he has learnt to generate self-confidence.

vi. **Actual participation**: The employee must participate actively in the learning process. He should participate in the goal setting and assessment of the results.

vii. **Application**: The employee should be able to apply the skills and knowledge in his employment. Conditions should be given that will ensure possibility of application otherwise the development program would be useless and the initiative and the interest of the employee in learning will be killed.

viii. **Guide rather than lead**: The Facilitators, Coaches or Instructor should realize that participants are not schoolboys; but responsible adult workers; after drawing on their experience, he should guide them through the new knowledge skills being put across to them.

2.5. Steps for creating a professional development plan:

The need for effective professional development in an organization should be based on identified needs. It should not be undertaken just for the sake of it; but must be geared towards the corporate strategic objectives.

According to *Cherrington D.J. (1983)* Professional development program should therefore be embarked upon only when there is an established need for it in the organization. The rationalization should be based on analysis of the organization, the employees at work, the job content and performance and adequacy of equipment being used. The development and implementation of employee development programs usually follows a process. This process is depicted below.

A Systems Model for Professional Development Plan

1. **Planning Phase**

```
┌─────────────────────┐
│   Conduct Needs     │
│   Assessment and    │
│   Training Resources│
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│ Identify Training and│
│  Learning Objectives │
└─────────────────────┘
```

2. **Training and Development Phase**

3. **Evaluation Phase**

```
┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│   Develop    │────▶│  Pre-test    │────▶│Select Training│
│  Criteria    │     │ Assessment   │     │ and Learning │
│              │     │              │     │   Methods    │
│              │     │              │     │  principles. │
└──────────────┘     └──────────────┘     └──────────────┘

┌──────────────┐  ┌──────────┐  ┌──────────────┐
│Conduct Training│◀▶│ Monitor │─▶│   Compare    │
│ and Learning  │  │   and    │  │  Training    │
│               │  │ evaluate │  │  Outcomes    │
│               │  │          │  │  against     │
│               │  │          │  │  Criteria    │
└──────────────┘  └──────────┘  └──────────────┘
```

*SOURCE: **Adapted from Cherrington D.J. (1983, pg. 466)***

2.6. Some practical steps to exhibit and demonstrate Professionalism:

For an employee to be a professional is to be all that he can be. To achieve this is by starting to take the initiative for self-improvement. The following highlights some practical steps:

- **Be productive:** Use your time productively at work. Focus on your job responsibilities and avoid getting pulled into social media, web browsing and phone activity.
- **Develop a professional image:** project a professional presence and dress appropriately for your industry or occupation. Your appearance must always be neat and clean. Choose the type of clothing your employer requires.

- **Take the initiative:** avoid being under-utilized. Ask for more projects to be given to you and always think out the box.
- **Maintain effective work habits:** Prioritize, plan and manage your assignments or projects well. Ensure you follow up and follow through with your team lead and team members.
- **Be a problem-**solver: always take time to brainstorm to get solutions in resolving problems and overcoming obstacles.
- **Be resilient:** develop coping mechanism to effectively manage setbacks and challenges with a positive and constructive attitude.
- **Building relationship:** Your network is your net worth. Ensure you network with colleagues, customers and clients to build professional cordial relationships.
- **Manage your time efficiently:** Establish priorities, set goals, create action plans to meet deadlines and arrive meetings well on time.
- **Try to stay positive:** Negativity is contagious. Incessant complaints about your boss, colleagues, organization and your bad mood will bring others down. This does not mean you shouldn't speak up about things you think are wrong, if you see something that should be fixed, give your feedbacks along with a plan for how to make improvements.
- **Don't hide from your mistakes**: As hard as it may be to do, own your mistakes and then do your best to correct them. Make sure you don't make the same mistake twice. Never blame others for your errors, even if they deserve it. Instead, set an example so that those who share responsibility for the mistake can step forward and admit their part.
- Abide by the Code of Professional Conduct and Ethics of your organization: Adhere to the highest ethical standards/core values of integrity, transparency, fairness, mutual respect in all your dealings within and outside the organization.

Conclusion:

In this chapter, we have examined what "professionalism" is all about, the core values of professionalism, how to develop professionalism, and some practical steps to demonstrating professionalism in the workplace.
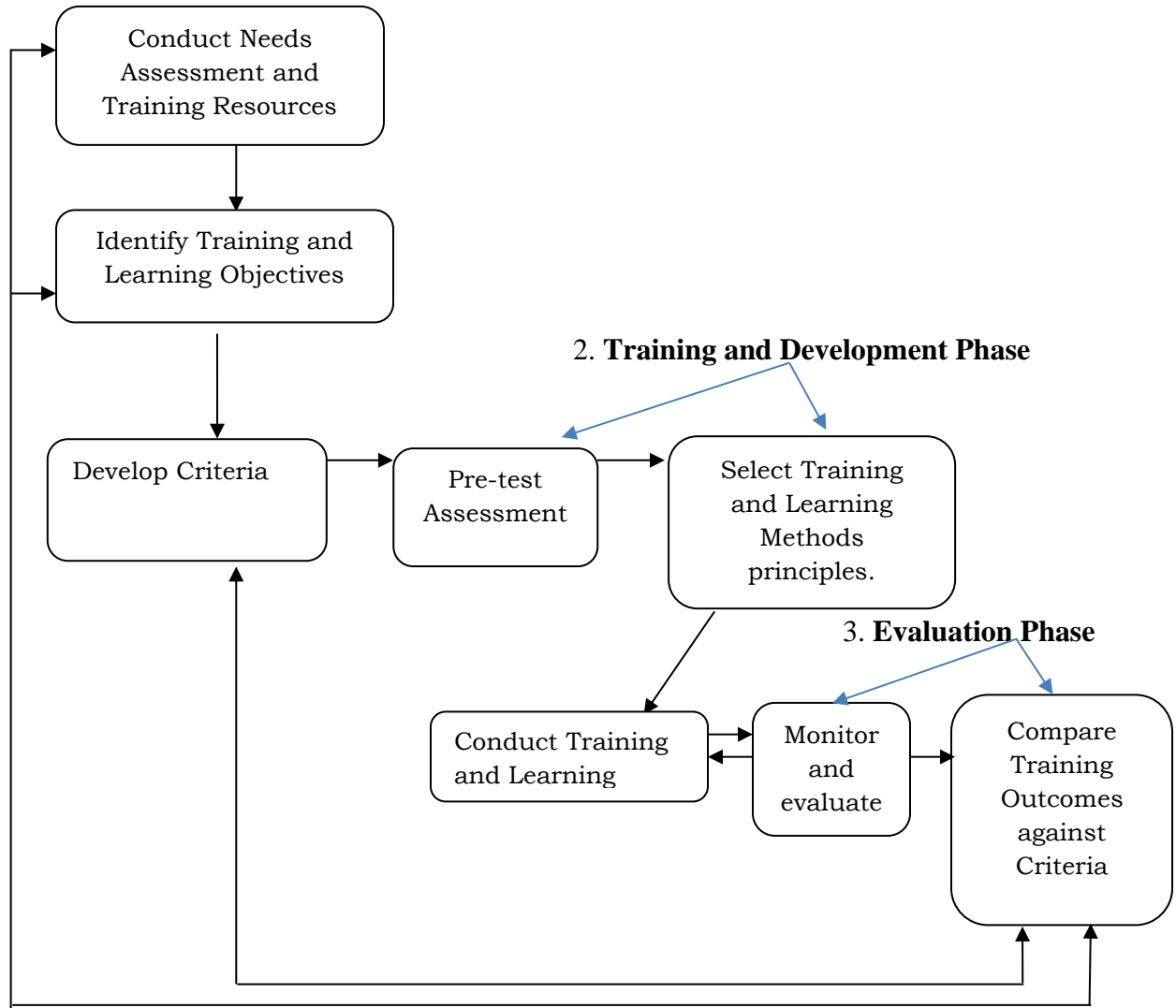
The need for effective professional development in an organization should be based on identified needs. It should not be undertaken just for the sake of it; but must be geared towards the corporate strategic objectives. Professional development program should therefore by embark upon only when there is an established need for it in the organization.

Review Questions:

1. The process of identifying and attracting or encouraging individuals with the requisite skills and profile to apply to fill existing or future vacant positions in the organizations is known as_____

2. The systematic process of examining jobs, duties and responsibilities in order to identify the essential requirements of each job and determining the skills and knowledge required for performing jobs in the organization is known as _____

3. The ability to make decision which will promote the welfare of the enterprise as a whole rather than the return or some specific unit of the firm is referred to as
   _____.
   (A) Conceptual skill
   (B) Human skill
   (C) Technical skill
   (D) Design skill

4. Giving instructions to subordinates to carry out tasks over which the manager has authority for decisions and responsibility for performance is called _____.
   (A) Delegation
   (B) Organizing
   (C) Planning
   (D) Co-ordinating

5. Globalization means:
   (A) Financial market system is centered in a single state
   (B) The growth of a single unified world market
   (C) Geographical location of a firm is of utmost importance
   (D) Foreign capitalist transactions

6. Which of the following is an integral element of learning process? Confirm.
   (A) Curriculum content.
   (B) Objective setting
   (C) Implementation.
   (D) None of the above

Management case study:

Sam has been an employee of Consumer Electronics for 3 years. He has worked in the warehouse since his first day with Consumer Electronics and has seen most of his co-workers get promoted to sales and beyond. Consumer Electronics has a promotion-from-within policy. All of the current sales staff started working in the warehouse. Before they moved into sales, though, most of them took courses at a local community college in sales and marketing and some even took courses in electronics repair and maintenance. The company does not formally require such courses of its sales people and does not reimburse them for their tuition costs.

Sam does not think he needs these courses. He has tinkered with electronic devices since he was in grade school, so he is sure the electronics courses would be a waste of time. Further, he worked in sales at a furniture retailer for a year and a half before he got this job and was the top seller during his last quarter there. He feels he is qualified for a sales job right now.

When he was given the opportunity to work on the loading dock, Sam turned it down because it was still a warehouse job. He also applied for higher-level jobs in the company but never got them. He had hoped to be a sales manager by now, but here he is, still in the warehouse. Now, he finds it hard to care much about his job or the organization, and keeps wondering if he will be fired.
Critical Thinking Questions:

1. What do you think Consumer Electronics should do about Sam's career aspirations?

2. If you were Sam's supervisor, what would you say to him and what would you do?

3. If you were a Consultant to Consumer Electronics, what advise would you give top management about the company's lack of a formal development program for employees?

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CHAPTER THREE: SUCCESSION PLANNING

Learning Objectives:

At the end of this chapter, learners should be able to:
  i.   Define and critically explain the concept of succession planning.
  ii. Differentiate between succession management and contemporary Human Resource.
  iii. State and discuss fundamental activities that make up a succession plan.

3.0. Introduction:

Organizations can try different strategic postures to prepare to compete in an uncertain future. Career Planning and management succession is one of the ways not only to create competitive advantage but to ensure business sustainability. No serious or large organization can neglect succession planning, since "ambitious managers" that is, those who has a way of earning more or enjoying higher status and leadership, will usually be interested in "on the move".

A career refers to a job or profession undertaken by someone with a defined upward mobility or opportunity for promotion. It also be explained as a sequence of positions, job, or occupation that an employee engages in during his working life. Succession planning will bring about careerism in an organization.

3.1. The Concept of Succession Planning:

It is also known as replacement chart, management replacement planning or management progression forecast. The chart provides information on age, sex, education, experience, current job status and advancement potential.

Succession planning involves having accurate knowledge of the management talent available in the organization, the qualities required in the future, identifying the gaps, and developing talents to fill them.

It is easy to make succession plan to fill only these positions from which the incumbents will see within a foreseeable future. Succession for positions where the incumbent resigns, dies or his appointment terminated is not as easy but under a good manpower plan, there should be identifiable assistants who can fill the position at any time and with minimum training.

Objectives:

  i.   To Identify high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.

  ii. Ensure the systematic and long-term development of individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.

iii.   Provide a continuous flow of talented people to meet the organization's management needs.

3.2. Steps in Succession Plans:

i.   **Assessment of current workforce** – the first step is to take stock of the current workforce by having a Human Resource Inventory. human resource inventory, also known as the skills inventory, comprehensively lists the basic information on all the employees, such as their education, experience, skills, age, sex, salary related data, job preference and special achievements. It is a vital tool used in Human Resource Planning and policy making. Thus, the basic premise of maintaining a current skills inventory is to identify, if there are gaps between the current level of skills and relevant knowledge possessed by the employees and the Knowledge, Skills, Abilities, and right Attitude (KSAA) needed to meet future business goals.

Subsequently, one can proceed to pinpoint on the organization chart (organogram) those positions that may become vacant in a few years. Possibly, the incumbent is due for retirement or promotion and other reasons such leave of absence, sickness, premature death, or another sudden occurrence that may make it urgent to be filled. Efforts should be made to identify a suitable successor. One of the best ways to plan for this emergency succession is to always have a replacement succession chart. This entails the estimating the future manpower need of the organization by reference to both overall corporate and individual functional plans of future activities level.

ii.   **Assessing the supply of labor**: this is critical evaluation of the state of internal labor market, which is based on the following:

	Job Category	**Promotability (Indicators)**
1	Total number of employees required at a specific period (1-5 years)	Age profile – the age range you want
2	Required skill Sets	Gender and Age Distribution: need to be specific about the age limit and gender required for a particular job
3	Performance – this must carry the highest number of the domineering factor. That is, must be the major focus	Minority Group: those who are not performing should be grouped together
4	Flexibility – this is to allow those who want to leave either by resignation or retirement	Leavers (point of exit) the job policy must give room for people to exit when they desire to do so.

Having briefly explained the demand and supply forecast above, surpluses or deficit (gaps) for every function at every level, the next state will be to source to fill the gap where there are deficits and how to eliminate or minimize the surpluses to avoid carrying extra burden that negatively impact on the overall wage bill of the organization.

iii. **Process of filling the gap in an organization:** the process can be either internal or external resources.

3.3. Workforce Recruitment:

Recruitment refers to the process of attracting qualified, suitable, and interested job applicants to fill existing job vacancies in an organization. Every organization must be able to attract enough job candidates who have the abilities and attitudes needed to help the organization achieve its objectives (Akinpelu, A 2021).

3.4. Recruitment Policy:

The recruitment policy is concerned with quantity and quality of manpower. It establishes broad guidelines for staffing processes. The following are the principles of recruitment policy:

i. To find an employee that is the best-qualified person for each job.

ii. To retain the best and most promising ones.
iii. To offer promising careers and security.
iv. To provide facilities for personal growth on skill and knowledge.
v. To provide opportunity for empowerment.
vi. To be compatible with public policies.

3.5. Scope of recruitment Policy:

The scope of recruitment policy covers the following:

i. Organizational objectives: Recruitment policy must be designed and developed to meet the organizational objectives of getting the "right type" and the "right number" of personnel required for "short term" and "long term" basis.
ii. Identification of recruitment needs: Recruitment policy clearly lays down the needs of persons to be recruited in term of their number qualification, attributes, age, experience in addition the policy must be clear regarding section/department where they are being deployed in addition to their respective responsibilities.
iii. Criteria for short listing: When there are large numbers of applicants, it is very difficult to shortlist the candidates for consideration. Clear-cut parameters for shortlisting are to be carefully selected for this purpose. This is called criteria for recruitment. We must note the role played by "interested groups" such as labor unions, management in recruitment and selection. This may lead to preferences or prejudices regarding certain candidates (Mashaba 2013).
iv. Sources of recruitment: Identification and specification of sources of recruitment is another important area where policy of recruitment must be laid down. Such sources vary depending on the skill and specialization of potential employees.
v. Cost of recruitment: This is an area where clear cut policies must be laid down by management. Policy on cost not only assets to exercise cost control but also determine the

scale and scope of efforts on recruitment. For example, cost consideration is a major factor in deciding the media in which advertisement is released.

3.6. Characteristics of a Good Recruitment Policy:
i. Must be in conformity with the human resource policy of the organization.
ii. Must be in conformity with both federal and state governments' policies.
iii. It must be dynamic enough to accept changes as required with the current trends.
iv. It must align with the job analysis, job description and job specification.
v. It must meet the long-term requirements of the organization.

3.7. Sources of Workforce Recruitment:
There are two major sources:

i. Internal Recruitment
ii. External Recruitment

i. Internal Recruitment Sources:
When job vacancies exist, the first place that an organization should look for replacements is within the rank and file (Oloyede T 2015). An organization's present employees generally feel that they deserve opportunities to be promoted to a higher level because of their previous job performance and commitment to the organization. Recruiting among present employees is generally less expensive than recruiting from outside the organization.

The major forms of internal recruiting include:

a. **Promotion from within:** An organization that has a Human Resource Planning system uses succession plans and replacement charts to identify and prepare individuals to fill upper-level positions. An individual's desire to be promoted can be assessed through a performance appraisal review and this information can then be used to place the individual in training and development activities. A promotion-from-within policy can spur great motivation among employees and this motivation is often accompanied by a general improvement in employees' morale.

b. **Job Posting and bidding:** In the job posting system, the organization announces to her current employees about job openings using intranet, social media handles, newsletters or bulletins, notice boards, company publications or personal letters. The purpose of job posting is to inform the employees about the existing job vacancies. Job bidding allows interested and qualified in-house employees to apply for the available jobs. An effective job posting and bidding system involves:
   i. The vacant job advertisements should be posted in recognized platforms and strategic locations for the information of all interested employees.
   ii. The job advertisements should be posted for at least one week prior to recruiting from outside the organization.
   iii. Appropriate job specifications should be included in the advertisement, so that interested job applicants can be well informed whether they possess the necessary abilities and skills or not.
   iv. The mode of application, that is, where and who the applications should be directed to must be clearly stated.

     v.   Only shortlisted job applicants should be contacted and invited for the interview.

c. **Contact and Referrals:** Before going outside to recruit new employees, many organizations ask present employees to encourage friends or relatives to apply for job openings. Contacts and referrals from present employees are available sources of job recruits. Employee referrals are relatively inexpensive and usually produce quick responses, but the disadvantage in this is that having friends and relatives increases the likelihood of Nepotism and Favoritism. It is also likely to create cliques, which can be detrimental to the organization.

d. In-house adverts.

e. Perusal Records, Candidate pool**,** Human Resource Information System (HRIS).

Advantages of Internal Recruitment

i.   A major advantage of the promotion-from-within policy has its positive effect upon employee motivation. The employees' awareness that they have opportunities to be promoted tends to motivate their performance to increase their satisfaction with the company and to solidify their feelings of loyalty towards the organization.

ii.   Moreover, the wealth of information that is generally available about present employees minimizes the likelihood that poor placement decisions will be made. Employees who are promoted into higher level positions are also knowledgeable about the organization, thus, little time is lost in orientating these employees in their new positions.

iii. It creates opportunity for career planning because individual employees can visualize a career path for themselves. This has a positive effect on employees' morale.

iv. It simplifies evaluation of employees since information regarding the ability of job performance and potential of candidate has already been complied over his period of service.

v.   Internal recruiting costs are low because advertising, traveling and set-in costs are thinking eliminated.

Disadvantages of Internal recruitment

i.   The disadvantage of a promotion from within policy is that it creates narrowness of, a condition sometimes referred to as Inbreeding.

ii.   A promotion-from-within policy also requires a strong management development program to prepare managerial candidates to assume greater responsibilities. This is not well developed in some organizations.

iii. The enterprise has a propensity for stagnation because current employees tend to think as their predecessors did.

iv. There is danger of inbreeding. This is because new thinking and ideas are not introduced.

v.   Option is limited in locating the right talent.

vi. Encourages seniority more than 'merit'.

vii. Internal recruiting, especially where promotional posts emerge, can create interpersonal competition among colleagues, which may have a detrimental effect on their cooperation in the interest of the enterprise.

ii. External Recruitment Sources

This is personnel recruitment done outside the organization. There are many external sources from which personnel may be recruited. These include:

a. **Advertising**: Many employees consider advertisements when seeking staff position vacancies. Radio, television as well as newspapers may be utilized as advertising media to reach interested applicants. Advertising does have the advantage of permitting a large audience to be reached. Advertising can also be placed in professional or trade publications that reach a selected and desired group of readers. The cost of recruiting by advertising in Newspapers or Magazines or on the Radio is high. It is probably the most general form of recruiting. The chances of recruiting the right applicants improve when the requirements for the post are defined as precisely as possible. Such as academic qualifications required, age, language, skills, etc. are included in the advertisement to eliminate at an early state those applicants who do not meet the requirements. It is advisable to give an indication of the remuneration attached to the post. This helps to eliminate possible candidates who are already earning more and to draw the right candidates.

b. **Educational Institutions**: These are typically excellent sources of young applicants with varying amounts of formal training. High schools are excellent sources of employees for jobs that require very little skills such as clerical jobs, etc. Vocational schools are excellent sources of applicants for skilled trades and technical positions. Colleges and universities are good sources for supervisory, managerial, and professional positions.
Some organizations have special agreements with educational institutions whereby students are provided with specialized training while they are in school. This arrangement benefits the students, the school, and the company. The student's education is relevant to getting a job. The education offered by the school is practical and applicable to the company's needs and the company often contributes financially to the school.

c. **Employee Referrals**: Employees may be used to help their employers locate qualified applicants. This is especially done when applicants are in short supply, the use of prizes and bonuses may help to stimulate employee recruitment efforts. In utilizing employee recommendations as a means of filling vacancies, management must be alert to the potential danger of building up cliques composed of employees from the same school, church, club, or some other groups.

d. **Unsolicited Applications**: Most companies receive varying number of enquiries about employment opportunities from individuals representing a variety of backgrounds and qualifications. These individuals may apply either by letter or in person. It must be noted that unsolicited applications may not yield a very high percentage of acceptable candidates but they should not be ignored. Unsolicited applicants from people who appear to be well qualified but who cannot be hired immediately should be kept in file for these persons may provide a source of employees for future vacancies.

e. **Professional Organizations**: Many professional organizations and societies operate a placement service for the benefit of their members and employers. These societies may

carry advertisements or lists of job openings and of applicants who are seeking positions in the journals that they publish. The regional and national meetings of technical and professional societies have tended to attract an increasing number of recruiters.

f. **Employers Trade Association/Clubs** – Meetings Conferences, seminars and other social functions of Employees are yet another means of locating suitable hands.

g. **Recruiting by consultants and Labor Bureau**: It is advantageous especially for smaller enterprise that do not have the services of a full-time Human Resources Manager to make use of personnel consultants to perform the recruiting and preliminary selection of candidates on behalf of the enterprise. Larger enterprises also make use of personnel consultants for recruiting. After he has done the recruiting, the personnel consultant will in most cases submit two or three applicants for final selection.

h. **Social Media:** LinkedIn, Facebook, Twitter, etc. are also modern sources of placing recruitment advertisements. They have advantage of wider coverage and are cheaper than the traditional methods.

Advantages of External Recruiting

i. The major advantage of external hiring is that new people bring new ideas and new insights into an organization. It offers the opportunity of bringing new ideas, thinking and approaches to the enterprise. In other words, it creates the possibility of innovation. They are also able to make changes in the organization without having to please constituent groups.

ii. It encourages a purposeful effort to employ the right person with suitable qualifications and experience to fill the post.

iii. Injection of 'New blood' can improve not only the knowledge but also the philosophy, attitude, and management concepts in organization.

iv. No limitation on skill and knowledge since the external area is quite wide.

Disadvantages of External

i. The person's skills and abilities have not been assessed.

ii. External recruiting costs are very high because advertisements have to be placed. Other cost items such as travelling expenses to convey applicants from elsewhere and transfer costs for successful candidates must be considered.

iii. External recruiting is risky because applicants are unknown to the enterprise and evaluation of applicants can never be faultless.

iv. External recruiting can negatively influence the morale of existing staff. They may see appointments from external sources as a threat.

v. Cause 'brain-drain' due to fear of lack of growth potential.

vi. Higher probability of employee turnover.

vii. Demoralization of existing employees for alleged "double standard" and favor shown towards over recruitment from outside by offering better position (grade) and pay overlooking claim made by own employees.

EMPLOYMENT SELECTION AND PLACEMENT

One of the major functions of Human Resource Managers is the selection of Employees to fill up the vacancies. The selection process consists of a series of steps. Selection processes are twofold: -

   i.   To select a candidate whose success probability in the job is the highest.
  ii.   Motivate the right candidate to opt for the vacancy by proper presentation of the organization to the potential candidates.

SELECTION PROCESS

In the word of Mashaba (2013), Selection process is a number of inter-connected activities. Each step consists of a number of activities. These steps have distinct characteristics, and the steps are inter-related as they are sequenced and establish a sort of hierarchical relationship. For example, a candidate who fails to qualify for a step (say a written test) is not eligible for appearing for the subsequent step (say interview). In addition, relevant set of activities in each step also establish intense relationship with each other.

By and large eleven steps have been identified, all these selection processes need not include all these steps;

1.   **Application**: - This is the first process of identifying potential candidates. This is when the applicant submits a formal request for the job he desires. Application demonstrates.
    i. Applicants desire to take up the job in the organization is demonstrated formally and voluntarily.
   ii. The organization has publicly admitted the existence of a vacancy and expressed willingness to consider suitable candidates for employment.

2.   **Screening**: This step involves two activities.
    i. Screening the applications involves checking the application against the stipulated requirements of job given in job-description and job specification.
   ii. Screening Interviews: This is conducted when the candidate is asked to present himself to clarify certain points which are not explicit from his application. This is not in proper sense a "formal interview". However, it will assist the following:
a. Assess how serious is the application forgetting the job.
b. Assist management to clarify or add any points, which are not clear from the application.
c. To explain nature and type of job from 'job description' so that the applicant is given yet another opportunity either to "withdraw from" or to "bid for" the job.
d. To clarify salary package and perks, which is an important aspect for application to make up his mind to pursue of, withdraw. Screening Interview helps the management to eliminate unsuitable or non-serious candidates and at the same time reinforce the resolve of serious candidates to join the organization.

3.   **Application Bank**: This is specially designed "Application form" by the organization. The applicant might have given an application for the job, the information required by the organization is much more. Contents of Application Bank:
    i.   Biographical data like name, address, date of birth and sex.
   ii.   Educational qualifications & Training.

iii. Work experience, duties responsibilities salary and reasons for leaving the previous employment.
iv. Personal achievements in sports and Arts.
v. Professional Achievement and Membership of professional bodies.
vi. Expectation of Salary and perks.
vii. Individual goals and Interests.
viii. Assets outstanding debts and Criminal cases if any.
ix. References.

4. **Selection Tests:** There are conducted for selecting candidates. There are different types of tests. They are classified under the following 4 types:

   i. *Aptitude (proficiency) Test*: This is used to measure talent ability and potential capability of specific talent such as learning reasoning, mental ability, and mechanical dexterity. Several standardized tests are available.
      a. Intelligence Test
      b. Mechanical Test.
      c. Psychomotor Test.(dexterity)
      d. Logical reasoning
      e. Numerical ability
      f. Cognitive
      g. Verbal

   ii. *Achievement (performance) Test:* This test is conducted to measure the level of skill achieved either due to previous experience or due to training undergone e.g., Applicant for the job of computer Analyst is given a test on a computer.
      Achievement tests are of two types:
      a. *Test to measure knowledge*: An office Assistant is required to possess reasonable communication skills in oral and written forms. Applicants for such jobs are given written/oral tests. This is a simulation of a work situation.
      b. Test to measure skill level an applicant for typist job is given a typing test to ascertain his skill or typing work.

   iii. *Personality test:* This is called human resources skill. Success depends on many attributes of his personality like his own value system, emotional stability, attitude and maturity. The purpose of the personality test is to assess an individual applicant's motivation, adjustment to stress, capacity to interpersonal relationship. Personality test is designed to assess the level and relative significance of the following attributes in this personality.
      - Self-personality
      - Ambition
      - Decisiveness
      - Optimism
      - Patience
      - Fear
      - Distrust

iv. *Interest Test*: This test tries to find out which type of job the candidate is best suited. This is also called vocational test questions are asked on his likes, dislikes, hobbies, cultural activities, and preferences.

5. **Interviews**: These are widely used devised for selection. It enables the organization to get a wholesome view of the candidate including his intelligence, personality interest, aptitude, and attitude to life interview.
   i. Is the only way to see an applicant in action how he looks, his manner and his bearing.
   ii. It is the only way to witness how he interacts, how he responds to his way of thinking and the effects of his personality.

   Types of interviews:

   i. Structured (patterned) interview.
   ii. Unstructured (non-directive) interview.
   iii. Depth (discussion) interview.
   iv. Situational or group discussion interview.
   v. Stress interview.

6. **Work History**

   i. Biodata submitted by applicants are scrutinized for verification with primary and secondary data.

   ii. Work experience – a number of studies have shown discrepancies in the following – Job title – salary – dates of employment – reasons for leaving previous job. There is tendency to overstate job title, salary, duration of Employment and underplay or suppress real reasons for leaving previous jobs. The common method is to contact the previous employers and get correct position. At times one cannot fully rely upon the feedback from past employers. This is due to the following reasons:

   a. Marked reluctance to pass on negative information about their Ex-employees.
   b. Exaggerated allegations against ex-employees who quit their firm.
   c. Attempt to suppress ill-treatment of ex-employees by trading false charges based on principle of "offence is the best part of defense".
   d. Policy of organization regarding the disclosure of personal data/career performance and path of past employees.
   e. Do not want to reveal salaries paid especially by private firms.

1.0. **References**: Most application forms include a list of references and in some cases, applicants are asked to produce letters of recommendation of such referees. There are three types of referees:
   i. Character reference: Who vouch for proper character and conduct.
   ii. Experience reference: They vouch for your claims about your professional achievements. track record, skills etc. They are usually from Previous Employers.
   iii. Academic Reference: References from Schools and Colleges attended. They confirm the authenticity of academic certificates, grades, course work, character and school.

2.0. **Provisional Selection**: When a candidate has successfully completed the various steps including references, he has been considered as having been provisionally selected for the post for which the selection process has been initiated. An official communication is issued by/or on behalf of the Head of Human Resources Department viz Director/General Manager (HRM) address to the candidate. Such communication contains:

   i.   Information regarding provisional selection.
   ii.   Details/designation of the post.
   iii.   Salary structure and perks.
   iv.   Date of joining.
   v.   Details of any other documents required.
   vi.   Requirements of medical certificate from a registered Medical Practitioner. If a medical test/examination is not being conducted by the organization itself.
   vii.   Any other instructions?

3.0. **Medical/Physical Examination**: Candidates who have been provisionally selected are subjected to physical/medical examination by a qualified medical practitioner. The criteria for medical examination vary with the nature of job and type of organization for example high standard of health is specified for defense or Armed forces so highest grade of physical and medical standards are required but in case of civilian job standards are less stringent.

4.0. **Final Selection**: Provisionally selected candidates who have qualified in subsequent medical examination and have presented necessary documentary evidence regarding qualification experience and any other statutory requirements like security clearance and or production of good conduct certificate from local civil authorities are eligible for final selection. In some cases, a final interview by the Chief Executive/Head of Department or Supervisor is called for. These are by and large a formality since decisions regarding selection has been made in previous steps.

5.0. **Employment**: Candidates who have successfully completed the various hurdles of selection process is offered the job. Employment is complete when the successful candidate accepts the offer and joins the organization. It could be possible that some among the selected may not assume duty due to many reasons. In such cases the position is offered to the next person in the waiting list provided such a list is made where the candidates are ranked according to their performance. This event marks the end of the selection process.

Conclusion:

It is easy to make succession plan to fill only these positions from which the incumbents will see within a foreseeable future. Succession for positions where the incumbent resigns, dies or his appointment terminated is not as easy but under a good manpower plan, there should be identifiable assistants who can fill the position at any time and with minimum training.

Succession planning involves having accurate knowledge of the management talent available in the organization, the qualities required in the future, identifying the gaps, and developing talents to fill them.

One of the major functions of Human Resource Management (HRM) is the selection of employees to fill up the vacancies. The selection process consists of a series of steps. Selection processes are

twofold: to select a candidate whose success probability in the job is the highest. Likewise, to motivate the right candidate to opt for the vacancy, is by proper presentation of the organization to the potential candidates.

Review Questions:

1. Reverse mentoring aimed at helping older, more senior people learn from the knowledge of younger people is common:
   (A) In the field of information technology, computing, and internet communications
   (B) In the field of Human Resource Information system (HRIS)
   (C) In the fields of information technology, accounting and banking
   (D) All of the above

2. Mentors generally serves as:
   (A) Career guide, source of information, friends, and intellectual guide
   (B) Career guide, flash mentoring, friends, and intellectual guide
   (C) Career guide, reverse mentoring, friends, and intellectual guide
   (D) Career guide, coach friends, and intellectual guide

3. Talent management as a strategic tool involves:
   (A) Career planning and parting
   (B) Career planning and partnership
   (C) Career planning and pathing
   (D) Career planning only

4. Global Trends in HR requires that:
   (A) Practitioners adapt hiring and retention strategies to prepare for future
   (B) Practitioners adapt hiring and retention strategies to prepare workers for future
   (C) Practitioners adapt hiring and retention strategies to promote employees
   (D) Practitioners adapt hiring and retention strategies to promote employers

Management Case study:

As the newly appointed HR Manager of Flogrow International Limited, you were briefed of the incessant and alarming turnover of employees despite all attractive incentives put in place by the organization to retain same. This is a major concern for Flogrow management as they aspire to be the leading producer of sanitary wares in the continent (Africa). How will you as HR Manager address this concern?

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CHAPTER FOUR

CHAPTER FOUR: WORKFORCE PLAN IMPLEMENTATION

Learning Objectives:
At the end of this chapter, learners should be able to:

i. Explain the basic principles of Workforce Plan implementation.
ii. Describe the relationship between the current workforce inventory and the future workforce forecasts.
iii. Discuss how to implement workforce plan and design training programs.
iv. Explain the approaches and challenges of meeting both the current and future needs of the employees.

4.0. Introduction:

Workforce planning is a systematic, fully integrated organizational process that involves proactive planning to avoid talent surpluses or shortages. It is based on the premise that an organization can be staffed more efficiently if it forecasts its talent needs as well as the actual supply of talent that is or will be available.

Workforce planning might be more accurately called talent planning because it integrates the forecasting elements of each of the human resource functions that relate to talent recruiting (attraction and resourcing), retention, redeployment, employee engagement and leadership development.

By planning, the Human Resource can provide the management with the right number of people, with the right skills, in the right place, and at the right time. Effective workforce plan and implementation makes an organization to be more efficient. It guarantees corporate survival amid global economic uncertainty. By this, it can avoid panic recruitment or downsizing (Thomas Watson 2002).

The rate of change in the talent market is dramatic. Business people who just wait and then attempt to react to current events will not thrive for very long. The modern standard is to provide management with indicators and action plans to combat full-blown problems before they become more than a blip on their radar.

4.1. Workforce Plan Implementation Framework:
i. Recruiting new employees.
ii. Developing leadership positions.
iii. Establishing Career Path.
iv. Expanding business operation (diversification).
v. Optimizing work processes.
vi. Sustaining competitiveness.
vii. Monitoring compliance.

4.2. Principles of Workforce Plan Implementation:

Human Resource Management (HRM) is concerned with the individual or groups within the organization. One of the major challenges facing organizations in the 21st century is how to continue to deliver sustained competitive advantage in the short-term while preparing for long-term success. The following guidelines are to assist in implementing the workforce plan:

  i.   Linking HR and business strategies.
 ii.   Identify and analyze the future needs for talent and skills.
iii.   Analyze the talent supply and undertake a gap analysis.
 iv.   Prepare to execute different scenarios.

4.2.1. Linking HR and business strategies:

Often, human resource processes and policies are misaligned. And failure to reinforce the business strategy and workforce plan will affect performance. To align workforce plan with the business strategy, these four questions appear to be especially significant:

  i.   How does the linkage between business strategy and human resource strategy work?
 ii.   What are the key internal and external contextual variables that affect the design and implementation of human resource strategies?
iii.   What are the key HR activities that link business strategy to performance?
 iv.   What role does line management play in influencing outcomes?

Linking HR and Business Strategy
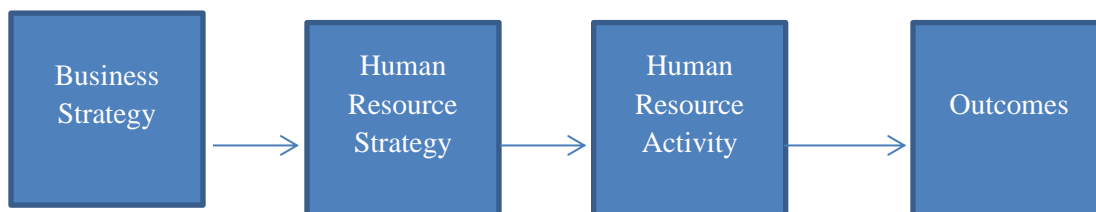
Source: FT Mastering Management. London Business School

4.2.2. Identify and analyze the future needs for talent and skills:

Perhaps the most difficult part of workforce plan implementation is conducting demand forecasts. That is, determining how many and what type of people would be required. Workforce demand forecasts are derived from organizational plans. At this point, the number of man-hours required to operate a factory, market, and sell the products, distribute it, service customers, and so forth can be calculated. These estimates are used to determine the demand for different types of workers.

4.2.3. Analyze the talent supply and undertake a gap analysis:

It is equally necessary to do the supply of labor forecast. That is, estimates of how many and what types of employees the organization will require. In performing a supply analysis, the organization is expected to have an estimate of the number and quality of its current employees as well as the

available external supply of workers. To estimate internal supply, the organization will depend on previous experiences drawn from manpower statistics (if any) with respect to turnover, terminations, retirements, and transfers. A computerized human resources information system (HRIS) will assist greatly in the talent supply forecasting.

4.2.5. Prepare to execute different scenarios

4.3. Five steps to implementation of WF Plans

i. Exploration
ii. Installation
iii. Initial Implementation
iv. Full Implementation
v. Expansion and Scale Up

Conclusion

The Human Resources can provide the management with the right number of people, with the right skills, in the right place, and at the right time. Effective workforce plan and implementation makes an organization to be more efficient. It guarantees corporate survival amid global economic uncertainty.

Review Questions:

1. Which of the following is not an objective of workforce planning?
    (A) To provide for future manpower needs of the organization in terms of skills, numbers and ages.
    (B) To ensure that standard skills, knowledge, ability and attitude are available in the organization.
    (C) To identify training needs and develop a well-trained and flexible workforce.
    (D) All of the above.

2. The main goal of manpower planning:
    (A) To have the right kind of people, at the right place, and at the right time, doing the right things that will result in benefits for the organization and the individuals in the short and long term.
    (B) To have the right kind of people, at the right place and at the right time, doing the right things
    (C) To have the right kind of people, at the right place, and at the right time.
    (D) To have the right kind of man, at the right place, and at the right time, doing the right things that will result in benefits for the organization and the individuals in the short and long term.

3.   Gap analysis is simply about:
    (A) The manpower requirements of an organization
    (B) The difference between current and future manpower needs
    (C) The sum of current and future manpower needs

(D) Current manpower needs as a function of future manpower needs

4. One of these is not a typical human resource planning issue:
   (A) Reconciling demand for labour with supply
   (B) Forecasting future manpower need
   (C) Finding out why employee???
   (D) None of the above

5. Activities of the Human Resource Department involves the following except:
   (A) To acquire new employees from the labour market
   (B) Maintain employees by attending to motivational and welfare issues
   (C) Treat both new and old employees' equally
   (D) Chart a course of career development for new recruits

Management case study:

You have been appointed HR Manager of Rainbow Nigeria Limited to assist in putting structure in place. On assumption of duty, you noticed there were no guidelines or policies in place to manage the business and employees. As a result, you had a meeting with the directors and heads of departments.

1. What are the immediate top five (5) policies you will put in place and why?

2. Who are the people you will work closely with in creating and implementing these policies?

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CHAPTER FIVE: CONTEMPORARY ISSUES IN WORKFORCE PLANNING AND MANAGEMENT

Learning Objectives:

At the end of this chapter, learners should be able to:
  i.   Identify the contemporary issues faced by Human Resource Managers today.
  ii. Discuss the impact of employee wellness and stress management on the organization.
  iii. Discuss key issues to avoid when creating a workforce plan.
  iv. Describe the HR Strategies that can enhance the management of workforce planning.

5.0. Introduction:

Contemporary workforce planning and management face a range of complex issues in today's rapidly changing business landscape. These issues stem from a combination of technological advancements, demographic shifts, globalization, and evolving workforce dynamics. To effectively navigate these challenges, organizations must stay informed about the latest trends and adopt innovative strategies to attract, develop, and retain talent while ensuring their workforce aligns with organizational goals. This introduction will provide an overview of some key contemporary issues in workforce planning and management, highlighting the importance of addressing these challenges for long-term success.

Workforce planning and management have become increasingly complex due to the evolving nature of work, technological advancements, and shifting demographics. Organizations must proactively address these contemporary issues to ensure they have a competitive edge in attracting, developing, and retaining top talent. This chapter will explore

5.1.0. Key challenges faced in contemporary workforce planning and management: Strategies to effectively address them.

5.1.1. Changing Workforce Dynamics:
> One of the significant contemporary issues in workforce planning is the changing dynamics of the workforce. Organizations now employ multi-generational workforces with varying work preferences, expectations, and skill sets. With Baby Boomers retiring and Generation Z entering the workforce, organizations need to adapt their approaches to recruitment, engagement, and talent development to cater to the diverse needs of different generations.

5.1.2. Technological Advancements and Automation:
> Rapid technological advancements, including automation and artificial intelligence, are reshaping the workplace. While these advancements bring increased efficiency and productivity, they also disrupt traditional job roles and require upskilling or reskilling of employees. Workforce planning must consider the impact of automation on job design,

identify emerging skill requirements, and develop strategies to equip employees with the necessary digital skills to remain relevant in a technology-driven environment.

5.1.3. *Gig Economy and Contingent Workforce:*

According to Wikipedia, the rise of the gig economy and the increasing use of contingent workers pose unique challenges for workforce planning and management. Organizations must assess when and how to leverage the gig economy for specific projects while maintaining a core workforce. They need to develop strategies to effectively integrate and manage contingent workers, addressing issues of engagement, collaboration, and knowledge transfer. (en.m.wikipedia.org

5.1.4. *Diversity, Equity, and Inclusion (DEI):*

Creating a diverse, equitable, and inclusive workforce has become a critical priority for organizations. Workforce planning must embrace DEI considerations by ensuring fair representation, combating bias in recruitment and promotion processes, and fostering an inclusive work culture. Organizations need to develop targeted strategies to attract and retain diverse talent, establish inclusive leadership practices, and promote a sense of belonging among all employees.

5.1.5. *Talent Shortages and Skills Gaps:*

Many industries face talent shortages and skills gaps, which hinder organizational growth and innovation. Workforce planning must identify future skill requirements, assess internal and external talent pools, and implement robust recruitment and development strategies to bridge these gaps. Collaboration with educational institutions, industry partnerships, and investing in training programs can help develop a pipeline of skilled talent.

5.1.6. *Remote and Flexible Work:*

The COVID-19 pandemic has accelerated the adoption of remote and flexible work arrangements. Workforce planning must adapt to this new normal by reevaluating traditional work models, addressing challenges in managing remote teams, ensuring effective communication and collaboration, and maintaining employee well-being and work-life balance.

5.2.0. When creating a workforce plan, it is important to be aware of and avoid certain key issues that can hinder its effectiveness. some of these issues are:

5.2.1. *Lack of Alignment with Business Strategy:*

One of the critical mistakes in workforce planning is not aligning the plan with the organization's overall business strategy. Without a clear understanding of the strategic goals and objectives, the workforce plan may fail to address the specific talent needs required to achieve those goals. It is essential to establish a strong connection between the workforce plan and the strategic direction of the organization.

5.2.2. *Insufficient Data and Analysis:*

Inaccurate or incomplete data can undermine the effectiveness of a workforce plan. Insufficient analysis of workforce data, such as employee skills, demographics, turnover rates, and performance metrics, can lead to flawed assumptions and ineffective decision-

making. Organizations should invest in data collection and analysis tools to ensure they have accurate and comprehensive information to inform their workforce planning process.

5.2.3. *Neglecting Future Skills and Talent Needs:*

Workforce plans should not solely focus on current talent requirements but also consider future skills and talent needs. Technological advancements and changing market conditions can create skill gaps and require new competencies. Failure to anticipate and plan for these future needs can result in talent shortages and hinder the organization's ability to adapt to evolving industry demands.

5.2.4. *Lack of Flexibility and Adaptability:*

Workforce plans should be flexible and adaptable to accommodate unforeseen changes and emerging trends. Market dynamics, technological disruptions, or regulatory shifts can impact workforce requirements. Failing to incorporate flexibility into the plan can make it rigid and ineffective in responding to unexpected challenges or opportunities.

5.2.5. *Inadequate Employee Engagement and Communication*:

Workforce planning should involve employees at all levels of the organization. Neglecting employee input and failing to communicate the objectives and rationale behind the plan can lead to resistance, low morale, and decreased commitment. Employees should feel engaged and involved in the process to foster ownership and alignment with the workforce plan.

5.2.6. *Overlooking Diversity and Inclusion:*

Diversity and inclusion considerations are crucial in workforce planning. Failing to incorporate DEI principles can perpetuate biases and limit access to talent pools. Organizations should ensure diversity at all levels, including in leadership positions, and create an inclusive culture that values and leverages the unique perspectives and contributions of all employees.

5.2.7. *Lack of Continual Monitoring and Evaluation:* Workforce plans should not be treated as static documents. Continuous monitoring and evaluation are essential to assess the plan's effectiveness, identify any gaps or issues, and make necessary adjustments. Regular review of key performance indicators, tracking workforce metrics, and obtaining feedback from stakeholders will enable organizations to refine and improve their workforce plans over time.

In summary, avoiding key issues such as lack of alignment with business strategy, insufficient data analysis, neglecting future talent needs, inflexibility, inadequate employee engagement and communication, overlooking diversity and inclusion, and lack of continual monitoring and evaluation will contribute to the success of a workforce plan. By addressing these issues, organizations can create a robust and responsive workforce plan that aligns with their strategic goals, effectively addresses talent requirements, and supports long-term organizational success.

5.3.0. Impact of Employee wellness & Stress Management on the Organisation:

Post Covid-19 mental health and employee wellness have become very important and Employers of labour need to pay more attention to these issues as they affect the following:
i. Employee Productivity
ii. Employee Attrition rates
iii. Employee Motivation
iv. Employee Retention

Organizations should consider putting in place Health Insurance Schemes that will cater for the employee health care needs.

Contemporary health issues such as Stress Management, Anxiety Management, Vaccines for common ailments, Mother and Baby friendly programs should be championed to ensure the organization has a healthy workforce that can achieve its organizational objectives now and in the future.

Conclusion:

Contemporary workforce planning and management require organizations to navigate a dynamic landscape characterized by changing workforce dynamics, technological advancements, the rise of the gig economy, DEI considerations, talent shortages, and remote work. By proactively addressing these challenges, organizations can create agile and adaptable workforce strategies that attract and retain top talent, foster innovation, and maintain a competitive edge in today's evolving business environment. Successful workforce planning involves a combination of strategic foresight, data-driven decision-making, and a commitment to continuous learning and development.

Review Questions:

1. According to Akata (2016), for the 21st century HR Manager to impact the organization's bottom-line, should possess 3 major skills which are:
   (A) Have strategic focus, skill sets and creativity
   (B) Have strategic focus, skill sets and purity
   (C) Have strategic focus, skill sets and innovation
   (D) A and C

2 Restructuring Strategies involve_____ to perform more efficiently:
   (A) Reducing staff, regrouping tasks to create well-designed jobs, and reorganizing work groups
   (B) Reorganizing staff, regrouping tasks to create meaningful jobs, and Reorganizing work groups
   (C) Regrouping tasks to create well-designed jobs, and Reorganizing work groups
   (D) None of the above

3   Which of these is NOT a major usefulness of Human Resource Information System
        (A) Administration of all staff data
        (B) Reporting and evaluation of staff data
        (C) Comprehensive integration with payroll, in addition to other accounting
        systems and financial software
        (D) It involves the sharing of information about talented employees and their
        potential career paths across the organization.

4   Which of these is NOT an important contemporary issue in Workforce planning and
Management.

        A. Lack of alignment with Business Strategy
        B. The Gig Economy
        C. Technological advancement & Automation
        D. Talent shortages and skills gaps
        E. Changing workforce Dynamics

    5. The underlisted are key issues that can hinder the effectiveness of a Workforce Plan
       EXCEPT

        A. Insufficient Data and Analysis
        B. Neglecting future Skills and Talent Needs
        C. Lack of Flexibility and Adaptability
        D. Inadequate Employee Engagement and Communication
        E. Diversity, Equity and Inclusion (DEI)

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CHAPTER SIX

CHAPTER SIX: CHANGING NATURE OF EMPLOYMENT

Learning Objectives:

At the end of this chapter, learners should be able to:
  i.   Explain the guidelines for understanding the changing nature of employment.
  ii.   Explain the principles of employment relationships.
  iii. Discuss the impact of remote working, freelancing, flexible contract, and casual employment.

6.0. Introduction:

Today's fast-moving, information and communication technology (ICT) enabled workplaces demand the kind of tech-savviness and flexibility that the millennial generation has in spades. This is why many organizations are tapping them for leadership roles. However, there is a lack of effective leadership training and mentorship that the millennials are used to, and that is causing a major disconnect between generations in the workplace.

The changing nature of employment reveals that the millennials have the technological skills and the energy, and they understand the need for instant gratification. They tend to be collaborative, overly communicative, unlike the Baby Boomers and Generation X employees who are used to more autocratic leadership and rigid hierarchy of roles.

In understanding the changing nature of employment, organizations must adapt by integrating awareness, mentoring, training, and support to help mitigate conflict between different generations who must all work together.

6.1. Developing and Managing Multigenerational Workforce:
Developing and managing employees of several generations with diverse backgrounds is not an easy task, but it is the reality of today's business world. The diverse perceptions, personalities, styles, motivations, attitudes and needs of the different generations have changed the dynamics of today's workforce (Maxwell John 1993)

6.2. The following are the five major generations present in the workforce:
  i.   Traditionalists/Veterans
  ii.   Baby Boomers
  iii. Generation X
  iv.   Generation Y/Millennials
  v.   Generation Z

The date ranges for generation classification vary but broadly they are as follows:

The Veterans	The Boomers	Generation X	Generation Y Millennials
Before 1946	1946 – 1964	1965 – 1980	1981 – 2000
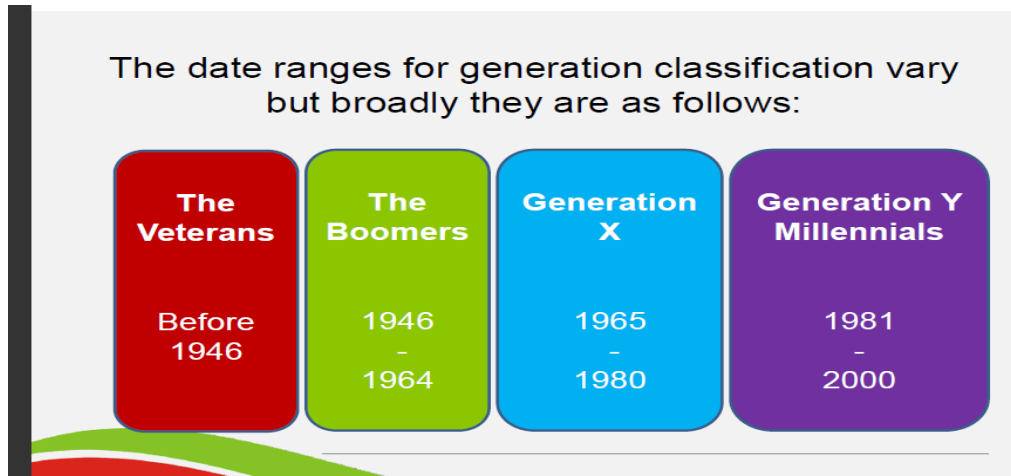
Source: en.m.wikipedia.org

6.2.1. Generation Z:

There is also a new generation which will steadily enter the workforce, labeled as **Generation Z,** who are between 9 -24 years old.

With the changing nature of employment, Human Resource is now facing a situation where many employers may have employees ranging from 18 to 70 years in the workplace. This has huge implications for employers in terms of developing and managing the needs and expectations of Millennials, Generation X and the Baby Boomers.

Let us picture the scenario, when you have fresh-graduate working alongside a 60-year-old colleague at work on the same project. These two employees work for the same employer but have very different expectations and views of the workplace.

6.2.2. The Veterans or Traditionalists:

Usually between 69 to 90 years. The group of workforces is noted for the following:
  i. They consider the common good, hardworking, dedicated, and committed.
  ii. Value safety, security, and consistency.
  iii. Good team players with organizational loyalty. Believe they should work for the same organization their entire career and be rewarded for tenure.
  iv. Thorough and detail oriented.

6.2.3. The Baby Boomers:

Usually between 50 to 68 years. This group of workforce messages ingrained during development years include Be anything you want to be. See life as an adventure. Change the world. Confidence and challenging the status quo. Independent, well-educated, and financially stable. The work perspectives are as follows:

  i. Live to work – passionate about participation in the workplace.
  ii. Believe in putting in face time at the office.
  iii. Women enter the workforce in large numbers.
  iv. They are hard-working and define themselves by their careers, professions, or titles.

v. The show commitment and work long hours.
vi. They are team oriented, relationship builders and sensitive to feedback.

This workforce group may or may not be in a hurry to quit. Smart organizations are devising means of retaining them through consulting, contracts, and managed work life balance so that they can pass on knowledge to the younger workforce.

The Baby Boomers grew up believing in themselves and their ability to accomplish anything. No challenge is too big and like tangible reward.

How to engage the baby boomer?
This workforce group can best be engaged in the following ways:
   i. Learn to actively learn to them.
   ii. Develop budgeting skills.
   iii. Learn skills for holding people accountable for delivery results.
   iv. Stay focused on project goals.

6.2.4. Generation X:
Usually between 34 to 49 years. This group of workforce messages ingrained during development years include Heroes don't exist. Always ask "why?" Raised in two income homes. Self-sufficient, flexible, and individualistic. Single families have become the norm. The work perspectives are as follows:
   i. Work to live – believe that work should not define their lives.
   ii. Want to be provided with appropriate feedback and empowered to get the job done.
   iii. Ethnically diverse.
   iv. More work life balance.
   v. They try new things because of their technical exposure.
   vi. Conscientious, pragmatic, bottom line focus.
   vii. Do things their way.
   viii. Hard working, conformity, law, and order.
   ix. Duty before pleasure, patience, and delayed reward.

   This workforce group learned to take care of themselves at an early age, hence, they tend to be self-reliant and unimpressed by authority. Their communication style is open and honest, they tend to "tell it like it is". They do not necessarily build relationships easily and their communication style tends to be brutally honest.

How to engage the Generation X:
This workforce group can best be engaged in the following ways:
   i. Help them to focus on building relationships.
   ii. Teach them soft skills (such as Coaching and Counselling) that complement their technical and operational skills.
   iii. Assist them in developing people-oriented communication skills.
   iv. Explain the "why" behind policies and procedures.
   v. Being frank and honest in communication with them.
   vi. Encourage self-paced independent learning.

6.2.5. The Millennials or Generation Y:

This group is often described as the "emerging workforce" or "internet/digital generation "or "microwave generation".   No doubt, this is the most critical for the future of any workplace. They seek to join the workforce as Interns or Trainees or Volunteers from junior colleges. They are fast with internet space and participate in both national and international competitions. They are eager to grow, restless and want to be engaged.

Their work perspectives are as follows:
  i.   "Work my way" – devoted to their own careers, not to the organizations.
  ii. Focus on productivity not attendance.
  iii. Have web pages, transact businesses online (start to the end).
  iv. Desire meaningful work.
  v.   Have potential to be great.
  vi. Goal oriented - always after "what is in it for me."
  vii. Electronically pressure for high achievement 24/7.
      viii.   Desire instant gratification, frequent spot reward.

What Millennials want?

5 top expectations from the boss	5 top expectations from the organization(s)	5 top things they want to learn
1. Help to navigate their career path. 2. Give them straight feedback. 3. Coach and Mentor as appropriate 4. Sponsor them for formal development programs. 5. Is comfortable with flexible work schedules.	1. To develop them for skills needed for the future. 2. Has strong values 3. Offers customizable options in their benefits and reward package. 4. Allow to blend work with rest. 5. Offers a clear career path.	1. Technical skills in their area of expertise. 2. Self-management and personal productivity 3. Leadership 4. Industry or functional knowledge 5. Creativity and Innovation strategies

6.2.6. Generation Z:

Often described as "Gen Z". This group are under 23 years old, are usually anxiously waiting to enter the workforce. The following are 7 important things to know about Generation Z:

  i.   They are very entrepreneurial in nature.
  ii.   They are interested in entering the workforce without higher education.
  iii. Curiosity is the strongest motivation and eagerness to help other people.
  iv.   Their parents have greatest influence in their education and professional decision-making, but the perspectives of friends and teachers are important too.

v. Despite their entrepreneurial nature, Work-Life-Balance and job security are the 2 career goals most important to this generation.
vi. They want lots of information.
vii. They are less optimistic than Millennial about their work opportunities.

Remote Working.

Remote work has actually changed the nature of employment globally. According to Wikipedia, it is not a new concept, it is the practice of working from one's home or another space than from an office. The practice began at a small scale in the 1970s, when technology was developed that linked satellite offices to downtown mainframes through dumb terminals using telephone lines as a network bridge.

It became more common in the 1990s and 2000s facilitated by internet technologies. In 2020, workplace hazard controls for COVID-19 catalyzed a rapid transition to remote work for white-collar employees around the world, which largely persisted even after restrictions were lifted.

It can be simply explained as the practice of working outside the "established office or business environment", it could be working from one's home, a co-working, shared space, a private office or any other space instead of traditional corporate office building. In other words, it is the practice of employees doing their jobs from a location other than a central office operated by the employer (Cleverism 2020).

Remote work is also called telecommuting, telework, work from home, hybrid work and other terms. It is important to note that in remote work arrangement, an employee does not have to travel to an office building, warehouse and so on.

Remote work is a flexible work arrangement in which an employee, under a written remote work agreement, is scheduled to perform work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis. A remote employee's official worksite may be within or outside the local commuting area of an agency works (Harver websites 2020).

The benefits of remote working: The followings are some merits of remote working:
i. It promotes Work-Life Balance: this supports employee to work when they are at their best. Employees have the capacity to work discreetly on personal needs such as the need to quickly drop off or pick up children in schools every day. It also allows opportunity to attend to certain meetings at specific times and stay connected with the team members. Likewise, it gives room to take some times to rest and relax.
ii. Cost reduction: operational costs for organizations are reduced significantly including the cost of office space and other related expenses such as parking, furniture, office supplies, lighting and heating, ventilation and air conditioning. Likewise, the employees spend less on traveling or commuting and clothing. It also allows for the possibility of living in a cheaper area than that of the office.

iii. Higher employee motivation and job satisfaction: it allows employee autonomy and flexibility. Autonomy increases remote employees' job satisfaction by reducing work-family conflicts especially when employees are allowed to work outside traditional work hours and be more flexible for family purposes. Hybrid is a flexible work model that allows employees to split their time between working in the office and working from home.

iv. Environmental benefits: remote work can reduce traffic congestion, road traffic accidents and air pollution with fewer cars on the roads.

v. Increased Productivity: remote work improves efficiency by reducing or eliminating employees travelling time. Thus, increasing their availability to work. Since work hours are less regulated in remote work, employee effort and dedication are far more likely to be measured purely in terms of output and results.

vi. Lower turnover intention and higher loyalty: in a 2021 study of McKinney and Company, more than half of the employees supported companies adopting a hybrid work model, and more than a quarter stated that they would consider switching jobs if their current employer eliminated remote work options. To this end, turnover intention or the desire to leave an organization is lower.

vii. Access to more employees and employers: it allows employees and employers to be matched despite major location differences.

Examples of some Remote Jobs:
i. Developer
ii. Translator or Interpreter
iii. Editor
iv. Content Moderator
v. Remote Software Management or Engineering
vi. Medical Coder or Medical Transcriptionist
vii. Remote Business and Business Administration Jobs
viii. Human Resource Specialist
ix. Management Accountant or Financial Analyst
x. Insurance Underwriter
xi. Graphic Designer
xii. Journalism/Writer
xiii. Career coaching
xiv. Customer Service Representative
xv. Social Media Management
xvi. Online marketer
xvii. Virtual Assistant
xviii. Online Personal Shopper
xix. Transcriber
xx. Website Developer and Content Uploader
xxi. Language Teacher (English, French, Spanish, German, etc.)
xxii. Data Entry Specialists

Remote Working:

From Cleverism (2020) no doubt, remote working has become increasingly important due to rapid technological change, with the last two decades experiencing ~~seeing~~ the introduction of hugely improved internet access as well as smart phones, tablets and social media. Driven by the escalating cost of commercial property and overheads as well as the need for closer work-life integration of the rapidly expanding workforce in recent years, remote working plays a growing role in corporate life and is an increasing factor in the health and wellbeing of the population.

i. **Remote work** is **work done outside of a traditional office environment**, also referred to as working from home or telecommuting. The concept of remote work is that employees can successfully execute projects and daily tasks without needing to commute to an office each day.
ii. **Remote Employee**: is someone who is hired by an organization that operates beyond the conventional office environment, working from a nearby co-working room, home or in any place round the globe.

i. Remote working is the practice that completes your normal daily working life away from the office by using some form of technology and an internet connection.
ii. In general, it means that people can work from home with a laptop that is used to remotely connect to key systems, which may be in the office. Remote working is not typically limited by location. After accessing to a computer and an internet connection, they could remotely work from anywhere, like a partner's office, or a roadside service station.

3 Types of Remote working:

1. Fully remote teams
2. Distributed office hubs
3. Flexible remote teams

What to consider before embracing remote work:

Before venturing into the world of remote work, businesses must take a look at their current office culture, team sizes, and business goals.

i. What work expectations will managers set with their remote teams?
ii. Are there workplace measures in place, such as technology to conduct videoconferences, to facilitate seamless remote work?
iii. Have programs been created that engage remote employees in the company culture and make them feel included in the day-to-day business?

Benefits of remote working:

    i.   Remote employees save money:
    ii.   No daily commute to the office;
    iii.   Create a flexible schedule that suits you;
    iv.   Improved work-life balance;
    v.   More effective team meetings;
    vi.   Fewer distractions when working from home;
    vii.   Less office politics;
    viii.   Reduces your carbon footprint & better for the environment;
    ix.   Increased productivity and cross-team collaboration;
    x.   Better overall employee health.

Psychological Effects of Continued Remote Work:

    i.   Loneliness
    ii.   Anxiety
    iii.   stress
    iv.   No substitute for face-to face
    v.   A bright spot

Challenges of Remote work:

    i.   Stressful: employees and employers
    ii.   Work visibility: Difficult to track workers' performance remotely or see how engaged they are.
    iii.   Remote communication can lead to poor bonding and isolation, relationships deteriorate.
    iv.   Time Zone: Finding the right time, interrupting someone's space.
    v.   Locked out of feedback.
    vi.   Work/Home balance-poor boundaries
    vii.   Increased responsibilities, sick colleagues,
    viii.   Difficult workloads and schedules
    ix.   Likely to work longer, more hours burn-outs.

How to avoid the negative psychological effects of remote work:

    i.   Keep your motivation
    ii.   Fend off distractions
    iii.   Avoid working in isolation
    iv.   Maintain a healthy lifestyle
    v.   Know when to disconnect

Safety Dilemma in Disruptive Times

    i.   Ergonomic hazards & risks from working from home.
   ii.   Fire safety
  iii.   Housekeeping issues.
  iv.   Pollution; solid wastes, noise from generator/ fume.
    v.   Managing contractor safety at home, communities, and workplace
  vi.   High cost of safety and security gadgets i.e., Personal Protective Equipment (PPE)
 vii.   Low production and sales volume

According to Segun Mojeed (2020), to fully harness the potentials of remote work and improve the working conditions of the workers involved, training and awareness initiatives are needed for both employees and managers on effective use of working remotely, as well as the potential risks, and how to effectively manage the flexibility provided by this arrangement.

Some issues of note in times like this are as follows:

    i.   Distorted personal plans.
   ii.   Lone worker syndrome
  iii.   Longer hours and overnight work
  iv.   Breaking preexisting barriers
    v.   Fear and anxiety of what happens next.
  vi.   Use of drugs
 vii.   Bereavement of all kinds
viii.   Depression
  ix.   Poor sleeping patterns

        Some areas of uncertainty:
    i.   Work, fear of loss of job
   ii.   Trust has profiled everyone suspicious.
  iii.   Finances
  iv.   Relationships
    v.   What news will be next?
  vi.   What next? etc.

Solutions to uncertainty:

    i.   Connect with people, family, and friends virtually.
   ii.   Asynchronous Communication
  iii.   Platforms for social support
  iv.   Check on people through video calls.
    v.   Exercises e.g., trekking, jogging

vi.   Blood Pressure check

vii.   Weight check

viii.   Sugar level check

ix.   Rest in between working on the system.

x.   A system that monitors the Mental Health of workers

The New Workplace Plan

i.   Distancing of seats, no more buddy's system

ii.   The presence of more opened doors than shut ones.

iii.   Fewer colleagues in workplaces

iv.   Managing bereavement

v.   The new normal behavior, no more hugs

vi.   Managing anxiety of workers that will not be returning to work immediately.

vii.   Mental Health support

Practical Tools to help Support

i.   Develop an Employee Assistance Program (EAP)

ii.   Encourage flexibility of work

iii.   Allow reasonable adjustment, changes in the workplace

iv.   Allow employees to have longer break

v.   Some employees may need "fresh air", allow them to go outside for that

vi.   Modify jobs to take away tasks that act as Stressors

vii.   Adhere and comply to the new workplace instructions

viii.   Both the employers and employees must be open to speak out when they feel otherwise

Freelancing:

Maxwell John (2009) explained that "a freelancer is an independent consultant or contractor who earns wages on a per-job or per-task basis, typically for short term work". A freelancer is an individual who earns money on a per-job or per-task basis, usually for short-term work as an independent contractor. A freelancer is not an employee of the organization and may therefore be at liberty to complete different jobs concurrently by various individuals or organizations unless contractually committed to working exclusively until a particular project is completed.

Benefits of freelancing include the freedom to work from home or from a non-traditional workspace, a flexible work schedule and a better work life balance.

Freelancers are considered independent workers and may do their contract work full-time or as side job to supplement full-time employment, time permitting. Freelancer typically requires signed contracts for the job to be done and will agree to a predetermined fee based on the time and efforts required to complete the task. The fee may be flat fee or a per-hour, per day, or per-project fee, or some other similar measure.

Examples of service sector for Freelancer: The services of a freelancer can be required in almost every profession from Aviation to Zoology such as Accounting, Banking, Customer Service, Human Resource Management, Healthcare, etc. They can work in the creative skilled or service sector such as:

i.   Film, Video editing, production and illustration
ii.   Marketing, media and Public Relations
iii.   Financial support (e.g. tax preparation)
iv.   Writing, editing and proofreading
v.   Photography and videography
vi.   Website Design and development
vii.   Computer Programming
viii.   Sales
ix.   Gig work, such as driving for rideshare platforms, food delivery, manual tasks and care work.

Difference between remote work and Freelance work

Description	Freelance	Remote
Nature of Employment	Self Employed, project based	Full Time or Part time Employment in an Organization
Job Location	Remote and on-site	Remote
Compensation & Benefits	Not eligible for benefits. Eligible for compensation as agreed	Eligible for both compensation and employee benefits
Tax returns	Response for filing his or her tax returns	The company deducts tax from source and is responsible

The Gig/Digital Economy:

A Gig economy is an economy that operates flexibly, involving the exchange of labour and resources through digital platforms that actively facilitate buyer and seller matching (Onijingin K (2022).

According to Wikipedia, in the gig economy, organizations hire independent contractors and freelancers instead of full-time employees. It is because work is allocated on a temporary basis, not requiring a systematic schedule. We have similar arrangements in organizations such as Uber, Door Dash, Airbnb, etc.

The gig economy solely operates through the internet, making it an extremely popular choice for the younger graduates. It has risen drastically in popularity over the past 10 years and is now becoming very common alternatives for some individuals to earn a second stream of income.

The result of a gig economy produces cheaper, more efficient and flexible services that can offer clients a unique and fast alternative to regular, standardized business (World Economic Forum 2021).

Advantages of working in a Gig Economy: It produces a wide array of advantages realized by both the business and the employees.

i.   Cost Effectiveness: organizations are able to attract and recruit off-site employees which significantly reduce the need to maintain expensive workspaces and large offices. In addition, recruiting experienced independent consultants/contractors saves the organization high cost of "executive management compensation".

ii. Flexible Workforce: it provides a flexible workforce that is able to directly match the organization to the freelancer. This removes the hassle of dealing with middleman throughout the hiring process. Thus, making it easier to find people to complete the job. Workers operating in the gig economy are allowed to work any of the hours they desire.

iii. Employee's motivation (Output production): most employees today are interested in accumulating extra income. The flexibility of gig economy directly impacts employee motivation which in turn creates a positive correlation to output production.

iv. Independence: contractors are not required to work in offices; instead, they work in their own spaces. It is not the same with someone working in a home office, probably proof-reading articles but people working from their car driving for Uber.

v.   Extra Income: as it was mentioned previously, the gig economy is an increasing attractive market due to the flexibly that allows individuals to earn extra income.

Disadvantages of Working in a Gig Economy:

While there is a wide variety of advantage that the gig economy produces, there are also some downsides that tend to make the process difficult (Chidimga Ohazurike, 2020). Shown below are the disadvantages realized by businesses:

1.   Worker Commitment: Individuals who work as freelancers may not be as invested in their organization as if they were hired full-time. In addition, gig economy companies are generally not known to incentivize their employees.

Such an arrangement can create loyalty issues, reduce the likelihood of further work, and decrease motivation to work overall.

2.   Ethical Issues: In some cases, organizations that operate in a gig economy are criticized for the unethical practices they perform. Their employment is casual, does not offer benefits, and generally does not offer competitive wages.

Shown below are the disadvantages realized by workers in the gig economy:

a. **Lack of Benefits: Organizations operating in a gig economy do not provide benefits to their workers. Independent contractors are not completely considered "employees" of the business.**

b. **Personal Expenses: In some cases, organizations within the gig economy are not required to cover personal expenses such as gas used while driving for <u>Door Dash</u>.**

c. **Isolation: Being an independent contractor is an extremely independent job. For some people, the arrangement is a major motivation tool, but for others, it can create a feeling of isolation, which can negatively affect production and mental health.**

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CHAPTER SEVEN: POST COVID WORKFORCE MANAGEMENT IN GLOBAL AND LOCAL HR MANAGEMENT

Learning Objectives:

At the end of this chapter, learners should be able to:
  i.   Explain the emerging challenges of post-COVID workforce management.
  ii. Explain the principles of employment relationships.
  iii. Enumerate the impact of these challenges on Global and Local HR Management
  iv. Describe how Human Resource Manager can perform their activities in a remote or virtual work environment.

7.0. Introduction:

The outbreak of a strange disease in Wuhan, China winter of 2019 (Al-Hanawi et al 2020) was found to be SARS-Covid–19. Challenges include-knowing little about the virus and its implications to the workforce. It is known to be highly infectious and very fatal, the virus affecting different people and in different ways. It overwhelmingly affects not only the health system but also work (Source: Centre for Disease Control).

7.1. Clarification of Concepts:

What is Health? It is not the absence of disease or infirmity. It is a state of complete physical, mental, and social wellbeing. It is a state of perfect biological; psychological and social wellbeing is a non-entity (Akingbola Femi 2021)

According to Management Sciences, the spectrum of Health:

Optimum Health ➡ Good Health ➡ Average Health ➡ Poor Health ➡ Death ➡

Wellness on the other hand is living in well-being, making choices daily that enhance Optimal Health. Action towards optimal performance [productivity], happiness and health.   Wellness is deliberately making daily choices that maintain or improve health until it becomes a habit that helps the individual to live well and work better.

Health is More Than Access to Care

Health is driven by multiple factors that are intricately linked – of which medical care is one component.

Drivers of Health

Personal Behaviors
40%

Family History and Genetics
30%

Environmental and Social Factors
20%

10%
Medical Care

Source: Determinants of Health and Their Contribution to Premature Death, JAMA 1993
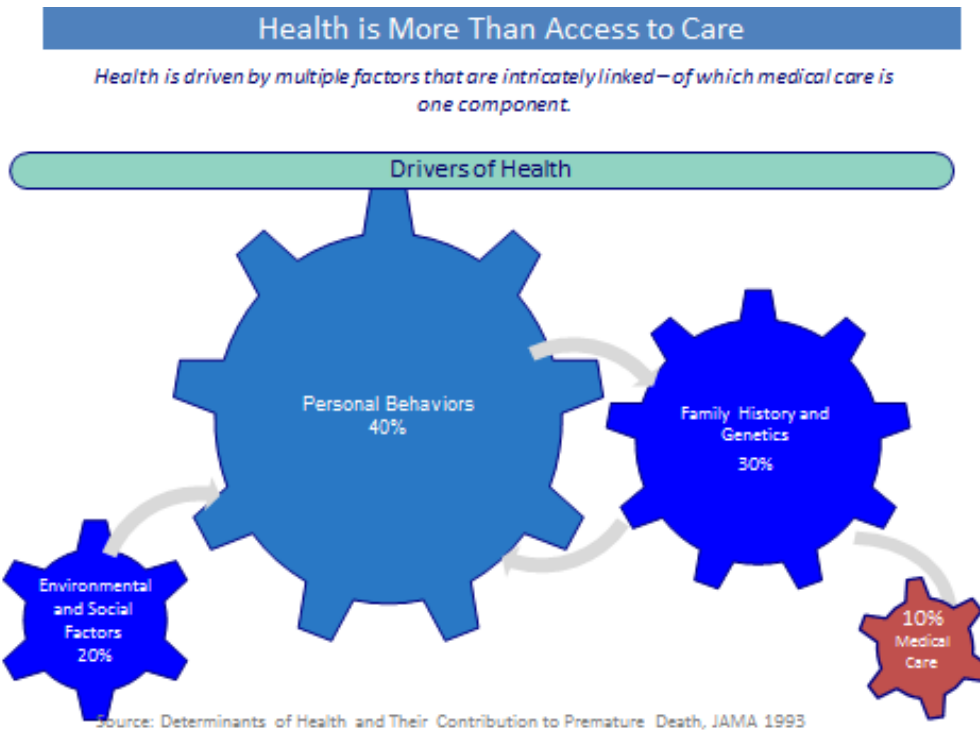
Human Resource Managers who lead in the contemporary world of work need to understand the balance between HEALTH and WORK. Employees as well as their dependents lives are changing dramatically, including work and the workplace in response to Covid-19 and other health related challenges.

"The new normal" has uncovered what was an already existing workplace issue, a lack of safety and health procedures. Another uncovering has been the rise of mental health related issues in the workplace, from both employers and employees.

Akingbola, Femi (2021) opines that Wellness is deliberately making daily choices that maintain or improve health until it becomes a habit that help the individual to live well and work better. The programmes should be more of fun for it to be sustained become a habit. Programmes available would be advertised from time to time on the website.

In Akingbola's words, Members would be encouraged to register for programmes that meet their health needs over a specified period of time. In order for others to benefit whilst retaining not only an effective but also efficient system, the number of clients on a particular programme will be limited (determined by the availability of instructors and others).

7.2. Mental Health, Emerging Issues in the Workplace:

According to Chidimga Ohazurike (2020), the Covid-19 pandemic brought a change in work and in the workplace with attending psychosocial challenges to employees and employers. Statistics show an increase in Mental health issues including increased abuse of alcohol and substances. Even staying home is not staying safe.

Evidence shows that stigma due to coronavirus leads to:

i. Reduction in people seeking medical care or testing;
ii. Reduction in people adhering to interventions (including self-isolation);
iii. This led to several cases not reported and several people being exposed.

7.2.1. List of specific wellness program in the workplace

i. Medical evaluation including mental health.
ii. Physical fitness programs include walking, aerobics, and dance.
iii. Weight management and nutrition.
iv. Relaxation and sleep management.
v. Stress management.
vi. Situational crises management.
vii. New realities.
viii. Challenges of working from home (Remote Work).
ix. Unending fear of contracting the disease.
x. Contact with the public in high density environments.
xi. Fear of loss of employment.
xii. Pay cuts.
xiii. Bereavement: loved ones, colleagues.
xiv. Lack of PPE.
xv. Additional risk for those with chronic disease.
xvi. Health budget: increase or decrease.

Conclusion and Summary:

The world has continued to witness unprecedented disruptions in every facet of life, as manifested through global economic recessions, intrusive technological innovation, pandemic, social-cultural maladjustments, amongst others. The emergence of a new generation of workers and investors with entirely different perspectives of what employment and businesses should look like has created a new normal on how people and businesses are managed to achieve desirable objectives.

The human resource function has become a rallying force that ensures employees derive maximum satisfaction and experience from their job, while the business gets optimal value from employees in return. Hence, the human resource team now has a new mandate to develop strategies for aligning the needs of people with business in a new normal business environment.

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CHAPTER EIGHT: MIGRATION OF SKILLED WORKERS

Learning Objectives:
At the end of this chapter, learners should be able to:
   i.   Establish basic underlying philosophes of brain drain and migration.
   ii.   Ascertain the root causes of emigration of skilled and competent workforce in search of greener pastures.
   iii. Discuss the consequences and costs associated with the migration of skilled workers.
   iv.   Explain ways of lowering labour migration in the workplace.

8.0. Introduction:
The migration of skilled workers has become a significant phenomenon in today's globalized world. Skilled migration refers to the movement of highly educated and talented individuals across borders in search of better career opportunities, higher wages, improved living standards, and access to advanced facilities. This chapter explores the various aspects of skilled migration, including its drivers, benefits, challenges, and policy considerations.

8.1. Drivers of Skilled Migration:
Skilled migration is driven by several factors. Economic opportunities, such as higher wages, better job prospects, and career advancement, are primary motivators for skilled workers to seek employment abroad. Other factors include political instability, lack of economic prospects, limited access to quality education or healthcare, and a desire for a better quality of life. Globalization, advancement in transportation, and digital connectivity have also made it easier for skilled workers to explore opportunities beyond their home countries.

8.2. Benefits of Skilled Migration:

Skilled migration can bring numerous benefits to both the sending and receiving countries. Sending countries benefit from remittances sent back by migrant workers, which contribute to economic development, poverty reduction, and improved living standards. Skilled migrants often acquire new skills and knowledge abroad, which can be transferred back to their home countries, fostering knowledge exchange and capacity building. Receiving countries benefit from the infusion of skilled talent, addressing labour shortages, boosting innovation, and driving economic growth.

8.3. Challenges of Skilled Migration:

While skilled migration offers benefits, it also poses challenges. Brain drains, a term used to describe the loss of skilled workers from sending countries, can exacerbate existing skill shortages and hinder development efforts. This can create a vicious cycle where the best talents migrate, leaving the sending country struggling to retain skilled workers. Additionally, social, and cultural

integration, language barriers, and recognition of qualifications can present challenges for both skilled migrants and receiving countries.

8.4. Policy Considerations:

Effective policy frameworks are crucial for managing skilled migration. Countries need to develop comprehensive immigration policies that balance their economic needs with social considerations. Policies should address the attraction and retention of skilled workers, mechanisms for recognizing foreign qualifications, fostering integration and cultural diversity, and facilitating the transfer of skills and knowledge between sending and receiving countries. Collaboration between nations, regional initiatives, and bilateral agreements can also enhance coordination and address the challenges associated with skilled migration.

8.5. Ethical Recruitment and Fair Treatment:

It is essential to ensure ethical recruitment practices and fair treatment of skilled migrant workers. Sending and receiving countries, as well as employers, should uphold ethical standards, protect the rights of migrant workers, and prevent exploitative practices. Fair labor laws, access to social benefits, and opportunities for career progression should be provided to skilled migrants to ensure their well-being and successful integration.

8.6. Future Trends and Implications:

Skilled migration is expected to continue in the coming years due to global economic disparities and demographic changes. The rise of remote work and digital nomadism further shape the landscape of skilled migration. Future trends may include increased competition for talent, evolving immigration policies, and the need for innovative approaches to attract and retain skilled workers.

8.7. Underlying Philosophes of Brain Drain and Migration

The basic underlying philosophies of brain drain, and migration encompass various perspectives and theories that attempt to explain the phenomenon and its implications. Let's explore two prominent philosophies related to brain drain and migration.

8.8. Human Capital Theory:

Human Capital Theory, proposed by economist Gary Becker, is a fundamental concept in understanding brain drain and migration. According to this theory, individuals possess human capital, which refers to their knowledge, skills, and abilities acquired through education, training, and experience. Human capital is seen as an investment that individuals make to improve their productivity and earnings potential.

In the context of brain drain, this theory suggests that skilled individuals migrate to countries offering better opportunities and rewards for their human capital. They seek environments where they can fully utilize their skills, receive higher wages, access advanced resources, and benefit

from career growth. From this perspective, migration is driven by rational decision-making, as individuals aim to maximize their return on investment in their human capital.

8.9. Global Justice Perspective:
The global justice perspective focuses on the ethical considerations and fairness aspects of brain drain and migration. It raises questions about the justice of wealthier countries benefiting from the migration of skilled workers from economically disadvantaged regions.

Critics argue that brain drain exacerbates global inequality by depriving sending countries of their skilled workforce, hindering their development efforts and perpetuating socio-economic disparities. This perspective highlights the need for ethical recruitment practices, fair treatment of migrant workers, and mechanisms to address the brain drain's negative impact on sending countries.

From a global justice perspective, migration should not be solely viewed as a matter of individual choice but as a broader issue of distributive justice and the responsibility of wealthier nations to support equitable development and human capital retention in sending countries.

These philosophies provide different lenses through which brain drain and migration can be understood. While human capital theory emphasizes the individual motivations and benefits of migration, the global justice perspective raises concerns about the broader societal and global consequences of brain drain. Both perspectives contribute to the ongoing discourse and policy discussions surrounding brain drain and migration and offer insights into the complexities and ethical considerations associated with these phenomena.

The migration of skilled workers has a profound impact on the global workforce and economies. Understanding the drivers, benefits, challenges, and policy considerations surrounding skilled migration is crucial for governments, employers, and policymakers. By developing comprehensive policies, promoting ethical recruitment practices, and addressing the needs of both sending and receiving countries, skilled migration can be managed in a way that maximizes its positive impact while mitigating potential challenges.

8.10. International Migration of Nigerian Labour:
According to Oluwatoyin Idowu and Bolajoke Attah (2018), global migration is not a new occurrence, nowhere is this trend as visible as in Africa where there has been enormous migratory movement. Historically speaking, the report of International Labour Organization (ILO) informs that nearly 14,000 African scientists, engineers, doctors, teachers, accountants, human resource practitioners and so on emigrated to the United States and Britain between 1962 and 1972.

Nigeria's economy went through a serious downturn in the 1980s, after the boom of the 1975 – 1980 period. The fall in foreign exchange earnings has meant the collapse of several infrastructural facilities and deterioration of employment opportunities and standard of living.

Causes and Trend of the Brain Drain:
Brain Drain can be explained in various ways. It can be defined as the emigration of highly trained and qualified people from a particular country to another. It is also known as Human Capital flight, which means emigration of intelligent and well-educated individuals. (Akinpelu 2022) In other

words, a situation in which many educated or professionals leave a particular place or profession and move to another one that gives them better pay or living conditions.

Brain drain is the loss of skilled intellectuals and technical workforce through movements of such professional to more favorable geographic space or sphere, usually for better remuneration or living conditions. Idowu and Attah (2018) explained it "as the process in which a country loses her most educated and talented workers to other countries through migration". This trend is considered a problem, because the most highly skilled and competent individuals leave the country, and contribute their expertise to the economy of other countries.

It can also be defined as the loss of the academic and technological labour force through the moving of human capital to more favorable geographic, economic or professional environments. More often than not, the movement occurs from developing countries to developed countries.

According to The State of Diversity Recruiting white paper (2018) The migration of skilled workforce has been on the increase in the past few decades especially in Nigeria, due to some of the following reasons:

i. The demographic imbalance between the rich and the poor countries.
ii. Large and increasing differences in the socio-economic development between the rich and the poor countries.
iii. The continued devaluation of the Naira within the world economy. The economic crisis in the last few years has systematically reduced the inadequate opportunity in the country and this brings about the exodus of highly skilled Nigerians in search of more favorable opportunities in other countries.
iv. The misconception or dissemination of information of Nigerians in the diaspora, painting the picture of affluence in respect of western countries.
v. The internationalization of labour markets and the relative low cost of travel.
vi. The difference in the income, employment opportunities, living and working conditions and social environments between the underdeveloped and developed countries. The sudden increase in the motivation for international migration for better opportunities.
vii. The general insecurity such as armed robbery, burglary and paid assassins tend to aggravate the general insecurity in the country.
viii. Restraints and limitations to labour mobility as a result of some government policies such as quota system, discriminatory employment practices, the wage structure and existence of wage differentials between current job or residence and solicited or desired job or residence.

8.10.1. The impact of the brain drain:
  The issue of brain drain is not entirely a bad phenomenon. There are some benefits or positive and some negative repercussions that can affect the economy of the country (Fajana, 2000).

8.10.2. The Positive Effects:
  International migration of skilled workforce has some advantages for the country such as:
  i. The acquisition of skills by migrating Nigerian would definitely be useful for the country's development, if at all they return to the country.

ii.   Possibility of transfer of technology and knowledge from the developed to the developing countries. This is expected to create employment opportunities.

iii.   It enhances the bilateral diplomatic relationship with other countries.

iv.   It creates upward job mobility for employees who have not migrated.

8.10.3. The Negative Effects:

i.   Migration is an obstacle to structural change which is requisite if there is to be rapid growth and development in the economies of the third world.

ii.   Government programmes aimed at the development will suffer in the absence of personnel to carry out the implementation of the policies.

iii.   It reduces the level of productivity in the home country because as labour moves out, the level of manpower available reduces.

iv.   The cost of training people to acquire new skills and the period of training is not cheap.

8.11. Talent Management Strategies:

What is Talent? According to Sabastine Nwajide Okeke (2021), **"**talent is the sum of a person's recognizable and deployable abilities, his or her intrinsic/innate gifts, skills, knowledge, job experience, intelligence, judgment, attitude behaviour, character, and drive, his or her ability to learn and grow. It is a person's ability to lead and be led".

8.11.1. What is Talent Management?

Simply put, talent management is the attraction, selection, and retention of employees, which involves a combination of Human Resource processes across the employee life cycle. It encompasses workforce planning, employee engagement, learning and development, performance management, recruiting, onboarding, succession and retention.

Talent Management as a concept was introduced by McKinsey, in late 1990's. It is identified as the critical success factor in the corporate world. Talent Management focuses on differentiated performance: A, B, C players influencing the organization's performance and success, identifies key positions in the organization. It is appropriate alignment and deployment of competencies. It is, however, observed that most organizations recognize the importance of talent management but they lack the competence required to manage it effectively.

Talent management includes a series of integrated systems of recruiting, performance management, maximizing employee potential, managing their strengths and developing their abilities and competencies retaining people with desired skills and aptitude .

The purpose of effective talent management is to ensure that the right mix of talented workforce is ready to realize the work expectations (the strategic goals) of the workplace (organization) both today and in the future, to continually deliver on the stakeholders expectations (Okeke, S (2021).

Organization's efforts to attract, select, develop, and retain *key talented employees* in key strategic positions.

People often ask, what is the difference between human resource management and talent management? Human Resource Management's objective is to hire the right people and manage

them effectively through thoughtful policies and procedures. While, talent management focuses on ways to develop employees by mapping out career paths and training programs.

8.11.2. Who are talented Employees?

They are employees who regularly demonstrate exceptional ability and achievement over a range of work activities. They have transferable high competence. They are high impact people who can deal with complexity and leadership (Azeez, O 2020).

8.11.3. The Significance of Talent Development and Management to Organizations:

i. To compete effectively in a complex and dynamic environment to achieve sustainable growth.
ii. To develop leaders for tomorrow from within an organization.
iii. To maximize employee performance as a unique source of competitive advantage.
iv. To empower employees: basically to cut down on high turnover rates and to reduce the cost of constantly hiring new people to train.
v. Talent is a rapidly increasing source of value creation. The financial value of companies often depends upon the quality of talent.
vi. The context in which we do business is more complex and dynamic. Hyper competition makes it more difficult than ever to sustain a competitive advantage long term. New products and new business models have shorter life cycles, demanding constant innovation. Technology enables greater access to information and forces us to move "at the speed of business.
vii. Boards and financial markets are expecting more. Board of Directors and investors are putting senior leaders under a microscope, expecting them to create value. This pressure, most visible at the CEO level but generally felt up and down the organization chart, drives a growing emphasis on the quality of talent, not just at the C-level, but at all levels. This trend is gradually growing in Nigeria, with increase in turnover rate of members of the C-Suite Team.
viii. **Employee expectations are also changing.** This forces organizations to place a greater emphasis on talent management strategies and practices. Employees today are: increasingly interested in having challenging and meaningful work. More loyal to their profession than to the organization. Less accommodating of traditional structures and authority. More concerned about work-life balance. Prepared to take ownership of their careers and development.
ix. **Workforce demographics are evolving. Organizations wage a new "war for talent" these days.** A growing percentage of workers over the age of 60 are "electing" to postpone their retirement due to the financial crisis. Many hold top positions, squelching the opportunity for lower-level talent to advance and leaving younger workers feeling stuck (and potentially looking for opportunities with other organizations).

8.11.3. Talent Management Approaches:

The following can be explored in developing and managing talent in an organization:

   i.   Competency Based
  ii.   Leadership Development
 iii.   Personal Development
  iv.   Team Development
   v.   Developing Learning Agility
  vi.   Development Plans
 vii.   360 for Development

8.11.4. Talent Development Gaps:

The table below is the summary of talent develop gaps

Source: Okeke, Sebatine N (2021). Developing & Retaining Organizational Talent

8.11.5. Talent Competency Mix:

The following are Three "H"s of Building Competency Blocks:
   i.   Head – Strategic Competencies
  ii.   Heart – Behavioural Competencies
 iii.   Hands – Operational Competencies

8.11.6. The Talent Competency-Mix can be realigned across the following:
   i.   Mix Associated to Roles
  ii.   Mix Associated to Job Levels
 iii.   Mix Associated to Task Demand and Work Design

8.11.7. Effective Talent Engagement Steps

Step 1: Planning:

While it is tempting to start with action in a specific area, it is nearly impossible to gain success, especially in an area that is so important and also remains relatively new and somewhat sensitive in terms of organizational commitment, investment and strategic initiatives:

i. Define diversity.
ii. Identify options.
iii. Identify stakeholders.
iv. Align goals.
v. Focus on business results.
vi. Align initiatives and policies.
vii. Assess current position.
viii. Know your employees.
ix. Update employees' records.

Step 2: Set the tone:

The movement from the planning stage into implementation, it is essential to create an environment which supports and aligns with the overall diversity plan. Creating an inclusive environment goes beyond providing a welcoming environment; the organization needs to value and utilize differences that diverse groups offer. Some key steps for setting a tone of inclusiveness:

i. Create an Inclusive Climate
ii. Value and Utilize Differences
iii. Encourage Ownership and Commitment
iv. Align Policies with Mission
v. Address Talent Personal Needs
vi. Provide Developmental Opportunities
vii. Support Community Outreach and Involvement
viii. Build a Representative Workforce
ix. Involve Employees

Step 3: Communicate Effectively:

It's human nature to want to be informed and included. Yet, many organizations who know the importance of communication fail to communicate with employees. In reviewing the action plan below, it may be surprising to witness how small efforts like these can significantly contribute to meeting an organization's Talent Retention goals:

i. Let Your Core Values Speak
ii. Craft Values and Other Position Statements Well
iii. Highlight Goals and Progress
iv. Initiate Intentional Dialogue
v. Make Public Statements or Pledges
vi. Embed Your Diversity Message Everywhere

Step 4: Ensure accountability:

Accountability is often equated with "showing numbers." Although, it is important to show numbers, accountability goes beyond that. When accountability starts at the top and is employed at every level, the resulting commitment from employees proves to be a critical success factor which contributes greatly to meeting diversity goals. How do we ensure this sort of commitment?

    i.   Create an Accountability System.
    ii.   Make Accountability Methods Easy to Use – work on a system that does not require major unnecessary changes in already existing systems (e.g. performance reviews, reports on business results).
    iii.   Create Employee Resource Groups.
    iv.   Seek Expertise – Internal or External – do not hesitate to seek external support and advice.
    v.   Report Progress.

Step 5: Evaluate:

Evaluation helps legitimize the value of implementing any practice or process. It shows the importance that the organization places on the practice, and provides validation for the time, effort and other resources that are invested. Evaluation serves as a motivation for employees to put in their best. To quote management guru Peter Drucker, "What gets Measured Gets Done". Below is a "to do list" for evaluating your diversity efforts:

    i.   Measure Diversity Outcomes – measure demographics in functional areas related to building a diverse workforce to identify areas of improvement; track successes and failures; and make necessary improvements.
    ii.   Support with Evidence – use performance measurement and metrics to convey the business case for engagement.
    iii.   Link Performance Reviews – connect employee's contribution in these initiatives to performance reviews and variable components of compensation.
    iv.   Conduct Benchmarking – evaluate organizational performance by benchmarking using labor force statistics, segmenting, conducting climate or cultural assessments. This will enable you to compare your performance to the market standard.

8.12. C-Suite Team Talent Development Strategies:

    Senior business leaders who want to create a culture of talent development may consider the following:

    i.   **Act as a role model**. Be transparent about your own need to learn and develop and share how you're able to do it. Embrace vulnerability: leaders are never more powerful than when they are shown to be learning.
    ii.   **Reinforce the value of learning**. Go beyond the baseline conversation about goals. Ask about what they want to accomplish and what they feel their gaps are. When someone completes an assignment, celebrate both the outcome and the learning, especially if the assignment wasn't completed as smoothly as everyone would've liked.

iii. **Build sustainable processes to support development**. Managers should be expected to coach and develop their people. At a minimum, everyone knows what areas they need to improve, and for those with particularly high potential, career tracks are developed that give them a sense of where they can go inside the organization.
iv. **Reinforce shared values**. Employees should be able to link their everyday tasks and responsibilities to the values in the organization. People need to understand why what they do is important.
v. **Leverage problems as opportunities for real world learning and development**. What's an acceptable failure needs to be clarified and that way, by incorporating stretch assignments, employees can seek out challenges where they can develop without feeling like mistakes will set them back in their career or jeopardize their job. Learning organizations see problems as opportunities.

8.13. Talent Management Process:

Organizations are made up of people: people creating value through proven business processes, innovation, customer service, sales, and many other important activities. As an organization strives to meet its business goals, it must make sure that it has a continuous and integrated process for recruiting, training, managing, supporting, and compensating these people.

Source: Workforce Talent Management @ Beersen & Associates

8.14. Strategies for Developing and Retaining Talent

Considering the consequences and costs associated with the migration of skilled workforce, it is important for organization to broader talent pool available in the organization, decide on the best

strategies or options to fill the existing gaps, retain talents in order to ensure business continuity. Listed below are some strategies to achieve the goal:

i. **Induction Training (Onboarding) and Managing the Psychological Contract:**
    Induction training (Onboarding) should be a snappy introduction to the company and its facilities. Induction training is an important time to establish the psychological contract effectively and should be consistent with how the organization has been 'sold' during the recruitment phase. **The unwritten rules**, e.g., eat at desks, put coats on the backs of chairs and park cars near the building may sound trivial, but when these 'perks' are removed, it can have a negative impact upon employee loyalty and motivation.

    Early attrition. Disappointment at feeling misled in the area of pay, benefits and role detail can contribute to early attrition.

ii. **On-the-job Training and Qualifications: Ta**lent Development and Retention is well aided through effective On-The-Job Training that is structured by the Organization. The 70-20-10 Rule can as well be adopted and/or modified.
    a. **The buddy system -** In-house trainers (Subject Matter Experts) and coaches should be carefully selected and professionally developed.
    b. **The 'sideways syndrome' -** Other typical pitfalls of 'on-the-job' training can include the 'sideways syndrome' of collecting bad habits from those sitting nearby and making sideways comparisons when reviewing work being done.
    c. Appraising work quality and feedback by coaches or team leaders can be sporadic, subjective and inconsistent. To counteract this, an objective Performance Management System would go a long way enhancing appropriate On-The-Job Talent Development.
    d. Professional Qualifications - Every Staff should be educated on the professional requirements for the practice of their roles. Talent may not be professionally qualified and end up not appointed to senior positions. This can lead to talent exit.

1. **Soft skill development:** Essential development and ongoing support in developing advanced skills such as communication, listening, interpersonal relations or negotiation and how to handle difficult colleagues can be the difference between a poor performing staff and a super one.
   It is important for the organisation to identify the skills required to make an effective employee and to offer training and development in those key areas.
    a. **Bad habits creep in over time** - Even the most experienced talent can slip into bad habits over time so first-time training and refresher training are needed, usually at regular intervals. This training often does not take place, however, because of challenges in releasing people for training and securing cover for roles.
    b. **Online training sessions** - There are many creative ways to deliver support training: using online sessions for two hours at a time, working around peak times, holding sessions out of hours and providing a blended approach to learning that incorporates online packages or directed reading.

c. **Good soft skill training** can make a huge difference to work quality scores, achievement of service level agreements, employee satisfaction scores and retention.

2   **Career management traits:** Every organisation has some distribution of the following people as summarized in the table below:
   a.   Rising stars – aspiring, motivated, hungry talent.
   b.   Stars – current high performers: leaders, mentors, assessors
   c.   Rocks – steady workers (no desire to progress further), retiring staff (those due to leave in the near future)
   d.   Sponges – new starters to the organisation/ new role
   e.   Monkeys – consistently low performers.
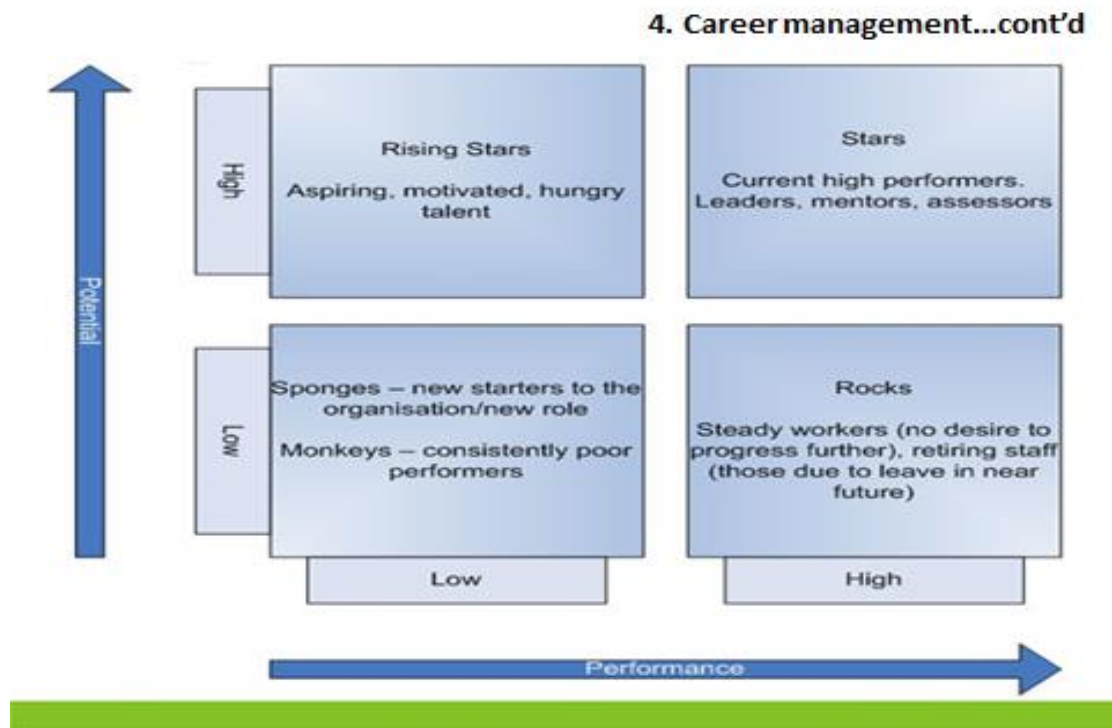
Source: Workforce Talent Management @ Beersen & Associates

Please note:
   a.   The key to success is being able to get the right balance and develop the new starters ('sponges') and this aspiring, motivated talent ('rising stars') with appropriate development opportunities.
   b.   It can make good sense to use 'stars' as mentors to pass on tacit knowledge to these groups. Sponges and rising stars require a clear career path so that they have the confidence to move on internally and do not get impatient or disillusioned; at which point they may become consistently poor performers ('monkeys') or leave their employer.

c. It is also critical to continue to satisfy current and established 'stars' as these create a huge loss to any organisation if they leave, taking their knowledge and expertise with them.

d. The performance management process: Career management should be part of the performance management process that provides regular opportunities for the talent to discuss their own career with their managers.

e. Opportunities need to be made available in the form of further training modules (e.g., coaching skills, team leader skills) and also other methods of skill development such as secondment to other roles or parts of the business, shadowing or mentoring schemes. Typically, larger organizations will, by their very nature, have more scope to offer such schemes, but in all cases the issue facing talent is how to 'develop' into role.

3 Long-term Development Programmes and Traineeship Schemes:

a. Usually owned by Human Resource Department, long-term development programmes and/or traineeship schemes will prepare talent for future roles and guide their development in key areas that will be particular to them.

b. This opportunity to gain feedback and development from sources other than their team manager is highly valuable: a) for providing a wider viewpoint and b) for reinforcing messages that may have previously been ignored or dismissed.

c. The long-term development programme will usually include a collective learning experience for a number of entry level talent (ten is often ideal) and will encompass psychometrics, modules of development, 1:1 coaching and project work supported by action learning.

d. Such traineeship programmes are usually based over 12 to 24 months and there should be careful and competitive selection for a limited number of places. The outcomes of such programmes can see bespoke skills developed and loyalty to the organisation fostered. These programmes require a considerable investment and are usually found in place at middle and upper managerial levels.

8.15. Apprenticeships:

Ilesanmi and Lasisi (2025) evidence shows that apprenticeship schemes can be an effective strategy for developing and retaining talent when certain conditions converge –

i. There is a profile of 16-18-year-olds in the local area with few other employment opportunities.

ii. A constant supportive and enthusiastic presence throughout the scheme increases retention of apprentices and assists the integration of apprentices with the rest of the workforce.

iii. Structured training modules and a clear training and progression plan is laid down with monthly reviews of progress.

iv. The commitments required from the apprentices themselves are clearly communicated and performance is effectively managed.

v. One anonymous young lady said:*"I am lucky to have a group of managers who appear really enthusiastic about our scheme and the opportunities it will bring. This motivates me. All the training that I haven't had to pay for makes me feel lucky. It feels more beneficial than the situation of my contemporaries who are going to be leaving university this year but don't have a job to go to. As well as learning, I'm gaining experience that graduates who join the company haven't had."*

vi. Apprenticeship Schemes can be integrated into the Management/Executive Traineeship Scheme.

8.16. Talent Management Model:

There are different approaches to talent management in organizations. A successful talent management model has to link:

i. Talent Management creed (culture, values, expectations) with;
ii. Talent Management strategy; and
iii. Talent Management system. *(Lance and Dorothy Berger, 2011).*

The values, expectations and elements of the desired culture and the business excellence should be embedded in HR systems as selection criteria, competency definitions, performance and promotion criteria and development processes.

8.16.1. The Talent Creed:

"A Talent Management creed is the set of core principles, values and mutual expectations that guide the behavior of an institution and its people" (Okeke, S 2021) It describes in general terms what types of people are expected to work in the organization and what type of a culture is desired to achieve success.

8.16.2. The Talent Strategy:

Describes what type of people the organization will invest in and how it will be done. Besides the specific elements of their creed, the talent strategy of all high performing organizations should have these directives: Identify key positions in the organization (not more than 20, 30 %) Assess your employees and identify the high performers (classify according to their current and future potential).

Retain key position backups. Make appropriate investments (select, train, develop, reward).

8.16.3. The Talent Management System:

Implementation program of the talent strategy which has a set of processes and procedures:
i. assessment tools
ii. multi-rater assessment
iii. diagnostic tools

iv.   monitoring processes

İt is important to emphasize that if the management is not willing to use assessment in their organizations they can't do talent management.

8.17. The Talent Management Assessment Tools:
The five assessment tools should be linked to ensure that each assessment is consistent with the four other evaluations:

 i. Competency Assessment
 ii. Performance Appraisal
 iii. Potential Forecast
 iv. Succession Planning
 v. Career Planning

8.18. Career-Pathing:
Aswathappa, K (2009) described career pathing as follows:

i.   As talent processes mature, companies can begin to add elements that can lead to anything from performance improvement to breakthrough.

ii.   Providing each worker – particularly their most valuable employees – with a clear job description and performance metrics is only a start. The most enlightened companies take matters a step (or two) further.

iii.   That is, they engage with each employee to get a sense of personal abilities, aspirations and needs to develop a growth and development plan within the organization.

iv.   Talent mapping Talent mapping is a formalized process of linking the talent on hand to the talent that will be needed to support growth in order to assess shortfalls or gaps. As companies pursue greater alignment between talent management and strategic planning, they begin to see increasingly greater value in talent mapping.

v.   Talent Management Strategy to Create a Higher-Performing Workforce.

vi.   The key to inciting a workforce to greatness is to align your talent management with company strategy, define consistent leadership criteria across all functional areas, and identify specific competencies (analytical, technical, education, experience) to cultivate for continuing growth.

vii.   Business leaders who implement the best talent management process are more prepared than their competitors to compete in the global economy and capitalize quickly on new opportunities.

viii.   True success is only available when companies do more than adapt to long-term trends; they must be able to anticipate and jump on new opportunities before the rest of the market.

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In the words of Maxwell John (1993), strategic talent management plan allows you to:

i. Become "proactive" versus "reactive". Fill your critical talent management needs and address company and industry changes promptly;

ii. Identify essential skills to be developed in all employees, and minimize training costs by focusing on key development areas; and

iii. Improve your recruiting process by identifying high-quality candidates using job descriptions based upon the expertise of your high performing employees holding uniquely valued company or industry competencies.

To achieve "goal alignment" in your organization, you must first clearly communicate your strategic business objectives across the entire company. By allowing managers to access and view the goals of other departments, your organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, your company can execute strategy faster, with more flexibility and adaptability. Essentially, goal alignment strengthens your leadership and creates organizational agility by allowing managers to:

ii. Focus employees' efforts on your company's most important goals;

iii. Understand more clearly all responsibilities associated with specific goals; and

iv. Strengthen accountability by assigning measurable and clearly articulated goals that are visible company-wide

Businesses that outperform their competition know that strategic talent management is essential in building the right workforce necessary for precise business execution.

The ability to rapidly train and retrain employees according to business need, create opportunities for real-time collaboration, and support the workforce with better analytics are all benefits of a strategic talent management process that will drive true business success.

Actively planning and managing your career will help keep you on track and lead you in the direction you want to go.

Be realistic about your expectations, both of the job and of yourself. Remember, promotions are earned through diligence, initiative and hard work. Be conscientious and punctual with your work schedule. Act and talk professionally; offer firm handshakes, respect your co-workers. Also note the following:

i. Be a team player; recognize others' accomplishments as well as your own. Establish a mentor relationship with a seasoned veteran.

ii. Participate in committees and professional associations, if appropriate.

iii. Maintain a high ethical standard in all you say and do! Above all, learn, develop new skills and enjoy your experience!

8.19. Top 5 Career Development Tips

i. Whether you are looking to move your career up to the next level or make a clean break and try out a whole new career, presenting yourself as the consummate professional will help others see you as you would like to be seen.

ii. Here are the key things you need consider when you're looking to develop your career.

iii. Put yourself in line for promotion - Many people take the default position that getting a better job means changing employer, but there are often great opportunities for progression with your existing employer, and not just in the part of the company you currently work in.

iv. Pick the right moment to move - If you do decide to leave your company, quitting at the wrong time can hit you in the pocket.

v. Leaving just before your big bonus is due is not very sensible, and neither is looking for a new job during periods when your industry is struggling.

vi. The more buoyant an industry, the more job vacancies there are.

vii. Step back to move forward - Much of the negativity associated with taking a step back in your career is psychological. But, earning less now could put you in line for a quicker rise to the top, especially if you move to a company renowned for allowing a fast-track path to management.

viii. Consider relocation - In some industries, it's not uncommon to find that that the type of job you're after simply isn't available locally.

ix. Alternatively, it may be the case that your company is moving offices. Showing a willingness to relocate demonstrates real commitment and will mark you out from the crowd.

x. Make a career change - Many people complain about their work or see it as a necessary evil, but it doesn't need to be that way. If you think you'd rather be somewhere else on a Monday morning, take control and do something positive to change your situation.

Conclusion:

Management Succession Planning assists the organisation to keep it moving when the inevitable occurs. Stages in Management Succession Planning process include initiation, selection education and transition. In order to ensure effective succession planning, the management should establish measurable goals, reappraisal planning on annual basis, prepare current job description, prepare competency model, clear definition of roles by the Stakeholders etc.

Succession Planning is useful for both the employers and the employees. Organization can develop employees for succession planning through the use of lateral moves, retaining of superior employees, understanding the developmental needs of the employees, clearly defined career path.

Review Questions:

1. As the technology enabled delivery option expanded with globalization------------
    (A) So, did training and development opportunities expand
    (B) So, did training and development opportunities, definitions and increased expectation for learning transfer to the job.
    (C) So, did opportunities for increased expectation for learning transfer to the job.
    (D) So, did training opportunities and increased expectation for learning transfer to the job.

2. Teleworking means:
    (A) Working and travelling
    (B) Working and making important calls
    (C) Use of information technology and communication to replace work-related travel
    (D) None of the above

3. Government in advance countries have responded to demographic shift through:
    (A) The use of flexible immigration policies.
    (B) Raising pensionable age.
    (C) Population control policies
    (D) All of the above.

4. Which of these is NOT a reason why Employers need to consider working remotely as an option for Employees.
    (A) The war for talent is escalating.
    (B) A significant number of employers of choice-are offering both remote working and teleworking.
    (C) Teleworking has significant financial and social advantages.
    (D) It prevents possible loss of business or dissatisfied customers.

5. The under listed are the emerging challenges of Human Resource Management except:
    (A) The interquartile range
    (B) State of skills management in the workplace
    (C) Improving Quality and Productivity
    (D) Responding to Globalization

Management case study:

The war for talents from Covid-19, the great talent migration, the Gig economy, now battling with the shortage of talents due to the brain drain, otherwise known as "Japa syndrome" has become a serious concern and threat human resource management. You suddenly realized that about 25%-35% of your lean talent bench are now leaving to work project-based for a couple of companies at

the same time, both on-shore and off-shore. They are no longer interested in working for only one organization.

a. As the HR Manager, what will be your strategies to manage this?

b. What advice would you give to your organization to help them navigate the challenging realities, stay afloat, and emerge stronger?

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