

CFAM8.1.2

Plan the marketing workforce



Overview

This unit is about taking the lead in identifying the marketing workforce requirements of an organisation and how these will be satisfied. It involved considering the strategic objectives and plans of the organisation to decide whether the marketing workforce should be expanded, maintained or contracted.

It also involves considering whether there is an appropriate mix of marketing people to achieve the organisation's objectives, and whether any problems with this can be sorted out by recruiting staff, moving staff to other position, or making staff redundant.

Colleagues do not have to be directly employed as there is a wide range of contractual arrangements which could be used to provide the people an organisation needs, and part of the planning process is to decide how this is managed.

This unit is recommended for senior marketing managers. Such marketers might be employed within 'client-side' organisations, or within agencies/consultancies.

CFAM8.1.2

Plan the marketing workforce

Performance criteria

You must be able to:

- P1 evaluate an organisation's strategic objectives and associated plans to obtain information needed for marketing workforce planning purposes and identify any key issues for further consideration
- P2 identify the type of skills, knowledge, understanding and experience required to undertake current and planned marketing activities
- P3 review capacity and capability of the current marketing workforce to meet identified skills, knowledge, understanding and experience requirements
- P4 seek and make use of specialist expertise to assist in workforce planning activities, as necessary
- P5 specify marketing workforce requirements that are capable of achieving the organisation's objectives
- P6 make sure that the organisation has a marketing workforce which provides a suitable mix of people to achieve its objectives
- P7 develop plans that meet the organisation's long, medium, and short-term marketing workforce requirements,
- P8 make sure that resources needed to recruit, keep and re-deploy people are available
- P9 make sure that plans incorporate contingency arrangements to deal with unforeseen circumstances and maintain business continuity
- P10 communicate marketing workforce plans effectively to relevant people

CFAM8.1.2

Plan the marketing workforce

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the contents and coverage of an effective workforce plan
- K2 the information required to undertake marketing workforce planning
- K3 sources of specialist expertise in relation to workforce planning and how to make use of them
- K4 legislation and requirements relating to employment, workers' welfare and rights, equality and health and safety
- K5 how to take account of equality and diversity issues in workforce planning
- K6 strategies and/or services which need to be in place in preparation for people leaving
- K7 the importance of putting contingency arrangements in place and how to do so effectively
- K8 the different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 types of employment agreements typically used within the industry/sector
- K10 patterns for employing, recruiting and keeping marketing people in the industry/sector
- K11 trends and developments in the sector which are relevant to marketing workforce planning
- K12 legislation, regulations and codes of practice that apply in the industry/sector
- K13 working culture and practices of the industry/sector

You need to know and understand:

Context specific knowledge and understanding

- K14 the organisation's vision, strategic objectives and associated plans, structure, values and culture
- K15 employment agreements with people working in and for the organisation
- K16 the capacity and capability of the current marketing workforce
- K17 the diversity of the organisation's marketing workforce
- K18 factors affecting marketing workforce planning in the organisation
- K19 local employment market conditions
- K20 employment policies and practices within the organisation and their implications for the marketing workforce

CFAM8.1.2

Plan the marketing workforce

Additional Information

Behaviours

1. you recognise best practice in providing equality of opportunity
2. you identify systemic issues and trends and recognise their effect on current and future
3. you anticipate likely future scenarios based on realistic analysis of trends and developments
4. you take decisions in uncertain situations or based on incomplete information when necessary
5. you take and implement difficult and/or unpopular decisions, if necessary
6. you work towards a clearly defined vision of the future
7. you use communication styles that are appropriate to different people and situations

Glossary

Organisation

can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation

CFAM8.1.2

Plan the marketing workforce

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	NM8.1.2
Relevant occupations	1132 Marketing & Sales Managers 3543 Marketing Associates
Suite	Marketing
Key words	Marketing, sales, marketing management, market research, advertising, public relations