Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning

Word Count:

Learning Outcome One: 1,004
Learning Outcome Two: 976
Learning Outcome Three: 1,001

Student Name: Sophie O'Kelly
Student Number: 1904625
CIPD Membership Number: 55491663

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: SOKelly
Date: 24/5/21

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CIPD Candidate evidence matrix (CEM1)

Candidate name: Sophie O'Kelly				CIPD Membership/registration No.: 55491663		
Qualification title: CIPD Level 5 Diploma in Applied HR				**Unique Learner No. (ULN):** 1904625		
Unit code	**Unit title**	**Assessment criteria no.**	**Evidence description**	**Evidence reference number**	**Assessor initials**	**I/V initials if sampled**
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Example of Scenario Planning	EV1		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email to Access to Work Head of Operations following talent planning meeting	EV2		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Caseload Modelling exercise	EV3		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.2, 2.1	Notes from talent planning meeting including discussion of 'A Day in the life of a Business Manager' study, Labour Market analysis and how recruitment is afforded.	EV4		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 1.3	Job Adverts – internal, external (Jobs Boards and social media).	EV5		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Induction Programme	EV6		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Training available on Colleague Learning Academy	EV7		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email from communications regarding apprenticeships	EV8		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Email highlighting Employment Advisor Development Programme.	EV9		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Snippet from People Development Policy	EV10		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Snippets from Flexible working and Pay and Reward Policy	EV11		
5ARTP	Contributing to Resourcing and Talent Planning	1.1, 2.1	On the Job Training Submission regarding Succession planning in Maximus	EV12		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Communication re, Maximus' Mentoring Programme	EV13		
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Snippets from Disciplinary and Redundancy Policies	EV14		

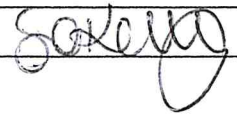
5ARTP	Contributing to Resourcing and Talent Planning	1.1	Retirement Process flow for Line Managers	EV15		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Email to Senior Performance Manager and response email regarding Power BI tool that supports Managers with workforce planning and utilises HR data to do so	EV16		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Example of Power BI tool	EV17		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Meeting notes from meeting with Senior Performance Manager regarding the Power BI tool that supports Managers with resource planning	EV18		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Performance Support Document to identify training gaps	EV19		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Comms re. Engagement Survey Results	EV20		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 2.1	Exit Interviews	EV21		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Induction Feedback	EV22		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 2.1, 3.1	Snip taken from recruitment assessment proposal evidencing turnover data is used to inform decisions on future recruitment	EV23		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	ONS – Local Labour Market Information	EV24		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Snippets from CIPD Quarterly Labour Market Outlook – Winter 2020-21	EV25		
5ARTP	Contributing to Resourcing and Talent Planning	1.2, 2.1	Restart Contract Package Areas – Competitor info	EV26		
5ARTP	Contributing to Resourcing and Talent Planning	1.2	Competitor Analysis	EV27		
5ARTP	Contributing to Resourcing and Talent Planning	1.3	SWOT analysis of Talent Planning within the organisation	EV28		
5ARTP	Contributing to Resourcing and Talent Planning	1.3	Reviews on Job Boards that can have a negative impact on employer brand	EV29		
5ARTP	Contributing to Resourcing and Talent Planning	1.3, 2.1	Snippet of Retention Research Project Recommendations for implementation of a succession planning programme	EV30		
5ARTP	Contributing to Resourcing and Talent Planning	1.3, 2.1	Engagement survey results evidencing that colleagues didn't feel that they had opportunities to learn and grow	EV31		
5ARTP	Contributing to Resourcing and Talent Planning	1.3	Coaching and Mentoring On the Job Training discussion detailing plans for Leadership Development Programme being put on hold due to Covid	EV32		

5ARTP	Contributing to Resourcing and Talent Planning	1.3, 2.1	Email to HRBP and response, confirming conversation around using demographics data to future plan.	EV33		
5ARTP	Contributing to Resourcing and Talent Planning	2.1	Example of a report our internal Labour Market Analyst provides to the Employer Services team	EV34		
5ARTP	Contributing to Resourcing and Talent Planning	2.1	Snippet form Comms re. needing colleagues with probation experience to apply for a new contract	EV35		
5ARTP	Contributing to Resourcing and Talent Planning	3.1	Snippet from Recruitment Proposal providing explanation of the SJT	EV36		
5ARTP	Contributing to Resourcing and Talent Planning	3.2	Email confirming my role as Operations Lead for the Recruitment Project.	EV37		
5ARTP	Contributing to Resourcing and Talent Planning	3.3	ACAS Guidance regarding the Hiring Process	EV38		
5ARTP	Contributing to Resourcing and Talent Planning	3.3	Maximus Recruitment Policy	EV39		
5ARTP	Contributing to Resourcing and Talent Planning	3.3	Email to candidates for Job Analysis providing an explanation to the purpose for the interview	EV40		
5ARTP	Contributing to Resourcing and Talent Planning	3.3	Snippet from Recruitment Assessment Proposal regarding providing candidates with an insight into the role and how the job analysis makes it valid and bespoke	EV41		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Project Plan	EV42		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email providing information to stakeholders as to who will be taking part in the Job Assessment and interview times	EV43		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email providing information to support with building of the scenarios	EV44		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email evidencing feedback between stakeholders and providing feedback regarding scenario questions	EV45		
5ARTP	Contributing to Resourcing and Talent Planning	3.4	Email to Managers requesting support with the pilot stage and email to Operations Sponsor to reinforce that data would be used to determine who would take part in the pilot	EV46		
5ARTP	Contributing to Resourcing and Talent Planning	3.5	Example of regular update email to ensure internal stakeholders were kept updated with project progress	EV47		
5ARTP	Contributing to Resourcing and Talent Planning	3.5, 3.6	Emails from internal stakeholders in response to update emails evidencing appreciation of my contribution and that it met requirements	EV48		
5ARTP	Contributing to Resourcing and Talent Planning	3.6	Email to contract director to confirm that I was looking forward to working on this project.	EV49		

5ARTP	Contributing to Resourcing and Talent Planning	3.6	Emails from internal stakeholders pleased with the outcome of pausing the licence to pick back up later if we wanted to.	EV50		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:		**Date:**	**24.05.21**

Learning Outcome One

Introduction

1.1

When managing uncertainty, scenario planning is beneficial. It supports Leaders to prepare for what may happen in the future (Wilkinson and Kupers 2013). Within Maximus, talent planning is determined by winning contracts. Suppliers can bid for more than one contract and must prepare for various outcomes (EV1).

I met with a Colleague who was heavily involved in the most recent bidding process (EV2). 'Caseload Modelling' was undertaken to establish the capacity of one colleague to determine how many were needed to deliver the contract (EV3). Maximus outsourced the Labour Market and Competitor analysis. To attract talent, it's crucial to stand out from competitors (Wilkinson & Taylor, 2016, cited in Taylor & Woodhams, 2016). The Talent Planning meeting notes are documented, along with an explanation as to how affordability decisions are made (EV4).

Within Maximus, talent planning initiates from Operational decisions to recruit and Recruitment responsibility to attract candidates. Opportunities are advertised internally and externally on Online Job Boards and LinkedIn (EV5). The use of LinkedIn for recruitment is taking place more and more according to the CIPD 2020 Resourcing and Talent Planning Survey (CIPD, 2020).

Maximus' Talent and Development Team ensures colleagues have the right skills. Colleagues are provided with an induction (EV6); training (EV7); apprenticeship opportunities (EV8) and an Employment Advisor Development Programme (EV9). This supports the organisation's people development and retention strategies (EV10). The CIPD 2020 Resourcing and Talent Planning survey discusses how employers are investing in learning and development to retain talent (CIPD, 2020). Additionally, Maximus operates a flexible working policy and a pay and reward policy to aid retention (EV11).

Succession planning ensures that colleagues have the skills and capability to progress (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). Within Maximus, this process is informal (EV12). Taylor (2010) discusses how mentoring is an option for colleague development. A Mentoring programme has recently been introduced within Maximus (EV13).

Maximus has redundancy and disciplinary policies (EV14) and a retirement process along with guidance for Line Managers (EV15) to manage talent leaving the business.

1.2

Data Analysis provides management information to tackle business concerns and inform decisions (CIPD, 2018). Maximus has a new reporting tool that utilises HR data to support resource planning (EV16). This tool highlights how much performance has been lost due to absence and supports with setting thresholds for annual leave permitted (EV17). This data can support requests for additional resource (EV18).

Data analysis looks at past trends to predict future needs (Taylor, 2010). Absence data is analysed to establish average sickness and estimate individual occupancy which informs recruitment decisions (EV4).

Maximus is transitioning to a Balanced Scorecard approach to measure performance. Colleagues are required to complete a Training Needs Analysis to highlight current skills gaps (EV19). This data can

inform training decisions and thought given to what skills are required for future recruitment (CIPD, 2018).

Maximus utilises data captured through engagement surveys (EV20), exit interviews (EV21) and induction feedback to aid retention (EV22). Resignation triggers are highlighted through exit interviews to determine if it could've been avoided (Taylor, 2010).

Evaluating staff turnover and assessing it against competitors informs a business case to invest in turnover reduction (Taylor, 2010). Within Maximus, turnover data informed decision making to invest in a new recruitment process (EV23).

Office for National Statistics supply data that enables organisations to observe the current labour market and economic developments (EV24). The CIPD's Quarterly Labour Market Outlook Survey gathers data from organisations on pay and employment expectations (CIPD,2021) (EV25). This work was outsourced on Maximus' most recent bid to inform talent planning (EV4).

Maximus won 'Restart' as a Prime Contractor in two regions which will see the workforce numbers triple (EV26). Maximus measures performance against its competitors (EV27) and throughout the bidding process, analysed closely competitors' offering. It's vital to know what terms and conditions are being offered (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016).

Maximus utilises commissioner data that indicates expected referrals each month to phase the increase in staff recruitment in parallel with the increase in referral numbers (EV4).

1.3

A SWOT analysis was undertaken to evaluate Maximus' approach to Talent Planning (EV28).

Internal HR data is utilised to enable evidence-based decision making on recruitment. The Recruitment Team advertise opportunities widely. Adverts provide a job description and person specification (EV5). Writing of job adverts and making selection decisions can be supported by the job description (Taylor, 2010). Person specifications focus on human attributes required (Wilkinson & Taylor, 2016, cited in Taylor & Woodhams, 2016).

A few candidates lately have raised concerns about poor reviews on an Online Jobs Board (EV29). A negative comment on a website can be significantly heightened (McCartney, 2017). For attraction and retention, Employer Brand is significant (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016).

Maximus has a robust approach to development and upskilling; however there does seem to be a gap in terms of formal succession planning. The potential for career advancement helps enhance retention (CIPD, 2020). Colleague feedback from a Research Project that I undertook indicated that colleagues didn't feel there were sufficient progression opportunities. I recommended the introduction of a Talent Development Programme that mirrored a succession planning programme (EV30). Similar feedback was captured from a recent engagement survey (EV31). A Leadership Development Programme that had been planned prior to covid had to be placed on hold (EV32).

Labour Market Analysis is significant to understand what the people who may join the organisation currently do, where they come from, the group demographics and what competitors are offering

(CIPD, 2018). This work was outsourced for the most recent bid, however for business-as-usual recruitment this leaves a gap.

Training Needs Analyses take place when required. All learning that is completed internally is recorded; however additional qualifications, skills and experience aren't captured which may be helpful for redeployment opportunities.

People Analytics uses people data and business information to help enhance evidence-based decision making (CIPD, 2020). Our HRBP confirmed that currently Managers don't have access to team demographics data to support with talent planning (EV33).

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EV1

Hybrid Calc 56.5

		Year 1	Year 2	Year 3	Total
CPA [redacted]		36900	46800	27500	111200
Fixed %	50%	18450	23400	13750	55600
EA Caseload / Required	60	308	390	229	927
Hybrid %	25%	9225	11700	6875	27800
EA Caseload / Required	57	163	207	122	492
Outreach %	25%	9225	11700	6875	27800
EA Caseload	53	174	221	130	525
Total EA Required Peak Yr 2			818		
Average Caseload peak Yr 2			57		
			57		

Hybrid Calc 58.5

		Year 1	Year 2	Year 3	Total
CPA [redacted]		28500	36000	21700	86200
Fixed %	50%	14250	18000	10850	43100
EA Caseload / Required	64	223	281	170	673
Hybrid %	50%	14250	18000	10850	43100
EA Caseload / Required	59	244	308	185	737
Outreach %	0%	0.0	0.0	0.0	0.0
EA Caseload	53	0	0	0	0
Total EA Required Peak Yr 2			589		
Average Caseload peak Yr 2			61		
			61		

Hybrid Calc 56.5

		Year 1	Year 2	Year 3	Total	
CPA [redacted]		48400	61200	36300	145900	ifty
Fixed %	60%	29040	36720	21780	87540	60%
EA Caseload / Required	60	484	612	363	1459	
Hybrid %	20%	9680	12240	7260	29180	20%
EA Caseload / Required	57	171	217	128	516	
Outreach %	20%	9680	12240	7260	29180	20%
EA Caseload	53	183	231	137	551	
Total EA Required Peak Yr 2			1060			
Average Caseload peak Yr 2			58			73
			58			

Hybrid Calc 58.5

		Year 1	Year 2	Year 3	Total
CPA [redacted]		38900	49200	28800	116900
Fixed %	50%	19450	24600	14400	58450
EA Caseload / Required	64	304	384	225	913
Hybrid %	50%	19450	24600	14400	58450
EA Caseload / Required	59	332	421	246	999
Outreach %	0%	0.0	0.0	0.0	0.0
EA Caseload	53	0	0	0	0
Total EA Required Peak Yr 2			805		
Average Caseload peak Yr 2			61.1		
			61		

EV2

FW: Talent Planning Discussion with Claire - 27.04.21

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Sun 5/23/2021 4:26 PM
To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>

Sophie O'Kelly
Performance Improvement Manager

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Mobile: 07789 171688
sophie.okelly@remploy.co.uk
www.remploy.co.uk

From: Sophie O'Kelly
Sent: 02 May 2021 14:53
To: [redacted] <[redacted]@remploy.co.uk>
Subject: Talent Planning Discussion with Claire - 27.04.21

Hi Claire,
Hope you're well.
Just a quick email to say thank you for taking the time to discuss what talent planning activities are taking place within the organisation, not just from a business-as-usual approach, but also from the perspective of bidding for a new contract which I know you have been heavily involved with.
I really appreciate your time, knowledge, and insight.
Thanks again,
Sophie

Sophie O'Kelly
Performance Improvement Manager

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EV3

37.5 hours x 52 weeks			
25 days annual leave, 8 x bank holidays and 4 days sickness deducted = 44.6 working weeks available			
In order to determine the average hours available per week we would calculate the maximum, 44.6 weeks @ 37.5 hours / 52 = 32.16 hours a week			
85% maximum occupancy - we recognise that aside from an allocated lunch break, staff will need comfort breaks throughout the day and therefore deduct a further 15%			
Average available EA weekly time available = 27.34 hours a week,			
Activity	**Customer (Direct) = 84%**	**Customer (Indirect) = 7%**	**Staff Welfare = 9%**
	Initial Meeting & Diagnostic Assessment	Employer Engagement	National Update
	Fortnightly Contact	CPN Referrals	Daily Team Calls
	4 Weekly Face-to-Face 121 Meeting	BSC Referrals	Monthly Meeting
	Diagnostic Re-Assessment	Digital Coach Referrals	Personal Development & Training
	In Work Support	Health & Wellbeing	
	Rapid Response (Customers fallen out of work)		

Caseloads by CPA

Caseloads	CPA	Outreach	Hybrid	Fixed	CPA Average Caseload
	1b	**25%**	**25%**	**50%**	**72**
	2b	**20%**	**20%**	**60%**	**73**
	3b	**0%**	**50%**	**50%**	**75**
	5b	**0%**	**50%**	**50%**	**75**

Delivery Method Narrative

Outreach	Hybrid	Fixed
Caseload x 60 80% based within the community 20% home based 75 mins travel per day for outreach	**Caseload x 70** 40% based within the community 40% site based 20% home based 75 mins travel per day for outreach	**Caseload x 80** 80% site based 20% home based

EV4

Talent Planning Meeting with Head of Operations (Access to Work Mental Health)

27.04.21

I was advised by my Line Manager to arrange a meeting with Claire [redacted] as she has recently played a significant role in the Talent Planning process that Maximus underwent as part of the bidding process to deliver a new contract. Claire is also Head of Operations for the Access to Work Mental Health Contract of which talent planning is business as usual.

- **Talent Planning**

When bidding for a new contract or as part of a Business-as-usual approach, an exercise termed 'Caseload Modelling' takes place. This helps to identify how many Caseload Holding Advisors are required to deliver the contract. Caseload Modelling seeks to establish the capacity of one person working on a contract. So, for example we know there are 52 weeks in a year of which each colleague will have 5 weeks annual leave and 8 bank holidays which need to be deducted. In addition to this, Caseload Modelling takes into consideration an individual's average sickness. This is established by using internal HR absence data which looks at past trends to determine the average sickness per year for an individual, which currently sits at 4 days. This time is also deducted, leaving 44 weeks a year maximum capacity for everyone. To establish the occupancy of one person, the Caseload Modelling exercise takes 85% of this (taking into consideration natural breaks) which amounts to 119 hours per individual per month. An additional 3-4 hours per week are then deducted to attend meetings/training.

The next part of the caseload modelling exercise is to establish how many advisors will be required for the contract, and this is determined by identifying how many customers will be expected onto programme per month. From this data, the Organisation can then use the Key Worker occupancy information to establish how many customers each colleague can work with at any given time. This then allows the organisation to phase their recruitment process to ensure the contract is fully resourced to deliver the service.

The contract is paid through a 30% delivery fee monthly, and the rest is paid by a 'payment by results' model so essentially, our performance determines our income. The performance expectations are broken down to Key Worker level to determine how many Key Workers will be required to achieve the performance expectations. The income expected from the performance offer will establish if the resource can be afforded and essentially if the contract can be delivered.

Workforce planning has also been carried out to determine how many Key Workers can report into a Business Manager which then establishes how many Business Managers are required on a contract. 'A day in the life of BM' study has taken place to establish all the tasks that a Business Manager is required to complete and the conclusion of this is that a Business Manager can have a maximum of 8 Caseload Advisors reporting into them and an additional 2 non-caseload holding advisors.

- **Scenario Planning**

When the organisation puts in several bids for a national contract to deliver in different regions; there is the likelihood we may not win any, we may win just one or we may win several. We plan for all these different scenarios and each specific bid is run in isolation.

- **Labour Market Analysis**

For a business-as-usual approach, analysing the labour market for the purposes of talent planning is probably an area we could improve on, specifically around always ensuring we are aware of what

our competitors in the market are doing to ensure we are being competitive. For the latest bids, we submitted and won to deliver as a prime provider in 2 regions, Maximus brought in consultants to look at this piece of work which included looking at what our competitors are offering and the external demographics of the labour market.

- **Succession Planning**

On the Access to work contract there is always much interest in applying for Team Leader positions when these become available. Those who are not successful will be given opportunities such as project work, mentoring and/or buddying so they are in a stronger position when these opportunities next become available.

- **Career Development Planning**

As part of a business-as-usual approach on the Access to Work Mental Health contract, a skills audit has taken place to ensure that individual skills are utilised. Where individuals have specific skills, they are given the opportunity to become Subject Matter Experts in certain areas such as safeguarding, wellbeing etc.

With the new contract that we have just won, it was written into the bid that as part of an Employment Advisors induction, they will now be required to undertake a Level 2 IEP Qualification and the opportunity to progress to Level 3. This will support advisors to develop their skills in the Employability Sector and evidences the Organisations investment to upskill colleagues as soon as they start within the organisation. The Organisation is also looking at Leadership apprenticeships as a follow on to these qualifications which feeds into succession planning.

EV5

Employment Advisor
ESD · Swansea, Wales, United Kingdom

programmes in the country. Learn more at maximusuk.co.uk .

Job Summary

To conduct a range of recruitment and development activities, to enable and inspire candidates to achieve the highest levels of independence throughout the candidate journey, by meeting and exceed performance targets for individual activity and job outcomes through to sustained employment, in compliance with legislation, contract and provider guidance, and Remploy's Quality procedures.

Essential Job Duties

- To assign the candidate to the most appropriate element of the Remploy service or that of another service partner.
- To support candidates to identify their barriers to gaining employment and sustaining employment.
- To manage the candidate experience, inspire and gain commitment to overcome barriers through successful delivery of development plans at all stages of the candidate journey through to sustained employment.
- To meet or exceed KPIs and performance targets as set by the Line Manager
- To ensure contract compliance by accurate data entry, completion of contractual and internal documentation and/or provider guidance
- To make effective use of appropriate resources to ensure commerciality and value for money
- You may be required to perform one or more of the activities below as required
- Deliver a menu of appropriate development activities to create a pipeline for employment opportunities and which addresses the candidate's barriers to gaining or sustaining employment.

Education And Experience Requirements

- Excellent communication skills with the ability to adapt to a wide range of communication and learning styles
- Strong interpersonal skills, specifically around listening, questioning and building relationships

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Requisition ID 2021-62823 **# of Openings** 1 **Post End Date** 10/5/2021

Job Function Operational Delivery & Deployment **Contract Type** Permanent

Global Organization Name ESD

Introduction

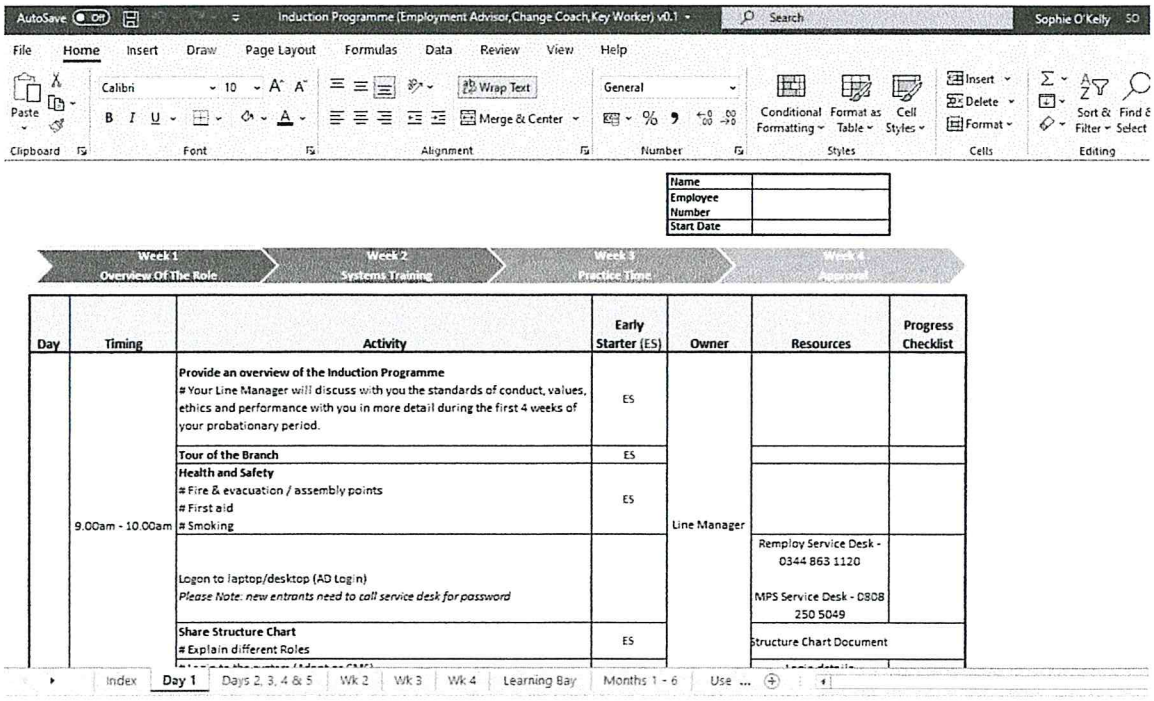
Maximus UK, a wholly-owned subsidiary of Maximus, Inc., operates several business lines in the UK, including the Centre for Health and Disability Assessments, Remploy, Health Management and Revitalised. Maximus UK employs 3,800 local staff, including over 1,400 doctors, nurses, occupational therapists and other Healthcare Professionals. Operating from more than 270 locations across England, Scotland and Wales, Maximus UK is one of the largest providers of employment, health and disability support programmes in the country. Learn more at maximusuk.co.uk.

Job Summary

To conduct a range of recruitment and development activities, to enable and inspire candidates to achieve the highest levels of independence throughout the candidate journey, by meeting and exceed performance targets for individual activity and job outcomes through to sustained employment, in compliance with legislation, contract and provider guidance, and Remploy's Quality procedures.

Essential Job Duties

EV6



Name	
Employee Number	
Start Date	

Week 1 Overview Of The Role | Week 2 Systems Training | Week 3 Practice Time | Week 4 Assessed

Day	Timing	Activity	Early Starter (ES)	Owner	Resources	Progress Checklist
	9.00am - 10.00am	**Provide an overview of the Induction Programme** # Your Line Manager will discuss with you the standards of conduct, values, ethics and performance with you in more detail during the first 4 weeks of your probationary period.	ES	Line Manager		
		Tour of the Branch	ES			
		Health and Safety # Fire & evacuation / assembly points # First aid # Smoking	ES			
		Logon to laptop/desktop (AD Login) *Please Note: new entrants need to call service desk for password*			Remploy Service Desk - 0344 863 1120 MPS Service Desk - 0808 250 5049	
		Share Structure Chart # Explain different Roles	ES		Structure Chart Document	

EV7

Course categories: Core Skills

Search courses Go

- PPP Action Plan
- Participant Engagement
- Employer Engagement
- Mock Interviews Workshop
- Overcoming Objections and Difficult Conversations Workshop
- CV Writing Workshop

EV8

FW: Apprenticeship application window now open

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Sun 5/23/2021 4:47 PM
To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>

Sophie O'Kelly
Performance Improvement Manager

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Mobile: 07789 171688
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From: Communications <communications@maximusuk.co.uk>
Sent: 12 April 2021 13:35
To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Subject: Apprenticeship application window now open



To colleagues residing in Wales,

Apprenticeship application window now open

Dear Sophie,

The window to apply for an apprenticeship is now open! If you're looking to unlock future development opportunities or discover a new career path in the business, then an apprenticeship is a great choice for you.

EV9

Important: Info needed for Employment Advisor Development Pathway Initiative

Sophie O'Kelly <sophie.okelly@remploy.co.uk>

Mon 2/22/2021 4:36 PM

To: [redacted]@remploy.co.uk>; [redacted]<[redacted]@remploy.co.uk>;[redacted]
<[redacted]@remploy.co.uk>; [redacted]<[redacted]@remploy.co.uk>; [redacted]
<[redacted]@remploy.co.uk>; [redacted] <[redacted]@remploy.co.uk>; [redacted]
<[redacted]@remploy.co.uk>;[redacted] <[redacted]@remploy.co.uk>
Cc: [redacted] <[redacted]@remploy.co.uk>; [redacted] <[redacted]@remploy.co.uk>; [redacted]
<[redacted]@remploy.co.uk>; [redacted] <[redacted]@remploy.co.uk>[redacted]
<[redacted]@remploy.co.uk>

Hi all,

We have some really exciting news regarding an **Employment Advisor Development Pathway** initiative coming soon.

I will call you all this week to discuss further as we need to start work on this quickly but I wanted to give you a brief summary of what it is and things you will need to consider ahead of our call.

So in summary, in addition to the induction that we already offer to new colleagues we will be offering an opportunity for accreditation with a significantly improved focus on advisor development and recognition.

- **Phase 1** - all our new starters with less than 12 months service should be encouraged to undertake this accreditation. They will be required to undertake 22 interactive modules (20 hours of time will be required) and on completion they will be awarded a level 2 IEP (Institute of Employability Professionals) certification and one years IEP membership. This qualification will take a max of 6 months to complete.

  Nb. This can also be offered to anyone with more than 12 months service. All new colleagues with less than 12 months service and no sector experience would be required to complete.

- **Phase 2** - Colleagues with more than 12 months service should be offered this accreditation. They will be required to undertake 36 IEP modules (max 9/10 hours learner time per quarter). The modules are split into 4 units:
  - Contracting, Action Planning and Caseload Management
  - Coaching & Facilitation Skills
  - Supporting informed decision making
  - Find and competing for work

  This accreditation may take up to 12 months to complete and they will be awarded a level 3 IEP certification on completion.

I will be reaching out to you over the next couple of days to understand:

- How many Advisors from within your team would sit in the Phase 1 category and work towards the level 2 accreditation?
- How many of those Advisors would then like to continue on to Phase 2?
- How many Advisors from your team would like to start on Phase 2?

I can go through this in more detail when I speak to you so that you are effectively able to sell this to your teams but for now, please have a think of who would sit in each category ahead of our discussion.

EV10

Company People Development Policy & Procedure

1. Introduction

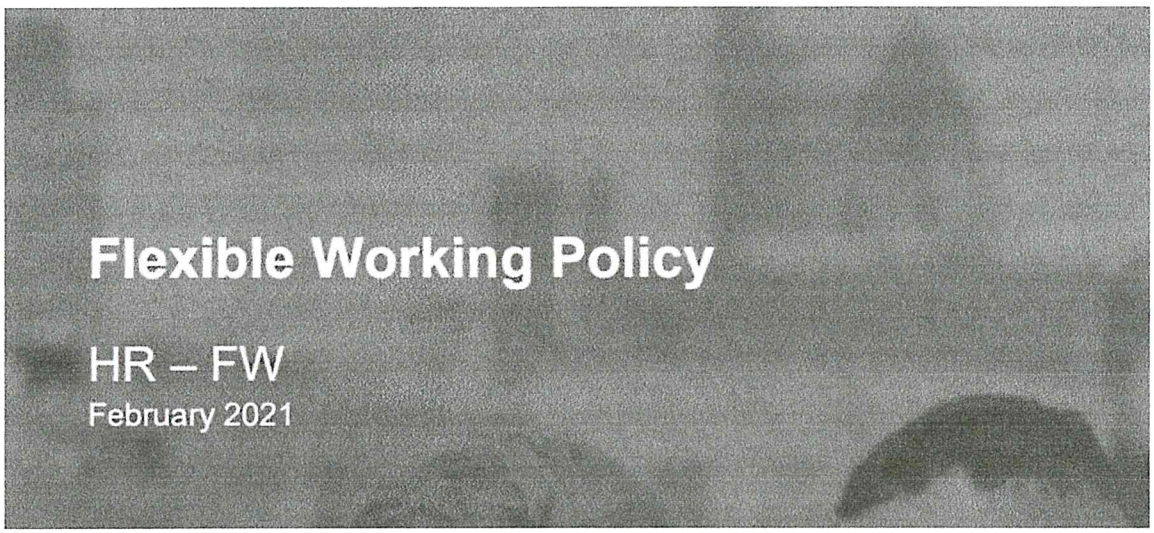
1.1 We are fully committed to the continuous development of our colleagues. By ensuring that everyone is able to perform their jobs effectively, this will help Remploy to achieve its overall objectives.

1.2 The aim of this policy is to help promote a culture of learning whereby colleagues have equal access to learning and development opportunities, and are supported and enabled to meet the changing demands and priorities of Remploy and its customers.

1.3 This policy does not form part of any employee's contract of employment and may be amended by the company at any time.

1.4 Further advice and guidance on the application of this policy is available from People Development.

EVII



MAXIMUS | United Kingdom

1. Purpose

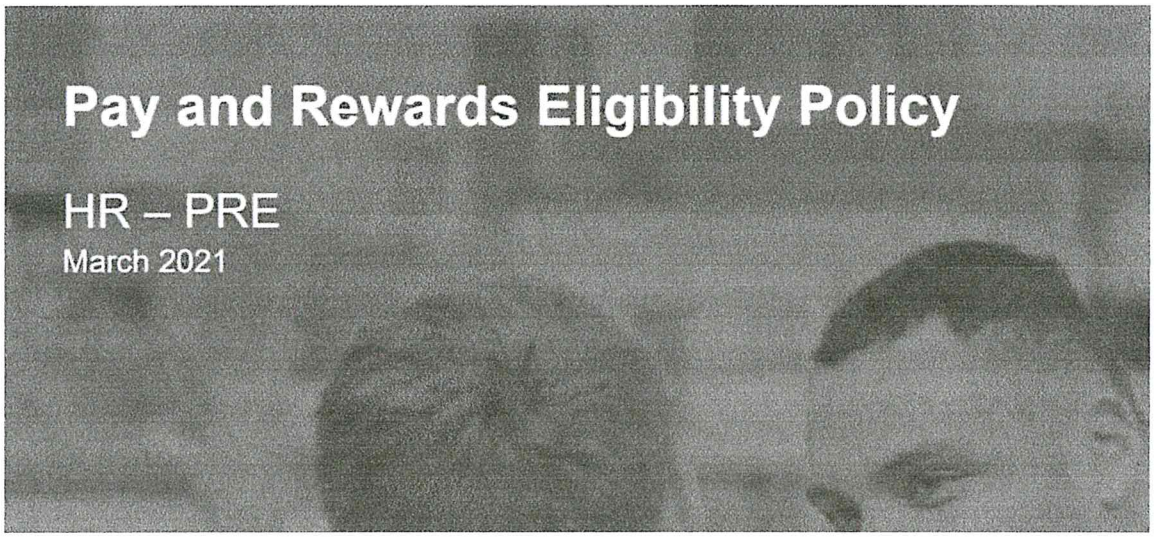
1.1. MAXIMUS UK is committed to helping their employees balance their family commitments with work responsibilities. It is recognised that in addition to supporting work-life balance, flexible working can improve employee morale, reduce absenteeism and improve retention, performance and productivity at work.

1.2. MAXIMUS UK are committed to agreeing to flexible working requests providing that the needs of both the business and employee are met.

1.3. Employees may request a flexible working arrangement for a number of reasons including maintaining their health and wellbeing, or balancing their commitments or interests outside work such as childcare/caring responsibilities, undertake a training course undertake volunteering activities.

2. Scope

2.1 This policy will apply to all employees of a MAXIMUS UK entity subject to the conditions outlined within the Eligibility section of this policy.



Pay and Rewards Eligibility Policy

HR – PRE

March 2021

1. Purpose

1.1 MAXIMUS UK understands the importance of remuneration in recognising both individual as well company performance and to support the continued commitment of employees.

1.2 In order for any reward payment (salary increases, bonuses or incentives) to motivate employees, it is imperative that the eligibility criteria is clear, transparent and consistently applied.

1.3 This policy provides clarity to employees on the application and eligibility for any salary increases, bonuses and/or any other incentive payments that are applicable to them in a fair and consistent manner across MAXIMUS UK.

1.4 This policy does not apply to other benefits or reward eligibility such as Long Service, Making a Difference/Distinction awards or any flexible benefits available.

1.5 This policy does not apply to the Remploy employee shareholder payment scheme.

EV12

Understanding Resourcing and Talent Planning

On the Job Submission

1 (b)

The objective of succession planning is to ensure that there are enough colleagues with the experience, knowledge and skill to progress or develop within the company (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016).

Succession planning supports colleague retention as they are more likely to stay if there are opportunities to progress (CIPD, 2020). Within Maximus, colleague attrition rates of front-line advisors, is high. Feedback from a recent project that investigated retention strategies within Maximus, indicated that colleagues generally didn't feel that there were opportunities for progression or development.

Due to the recent pandemic, the opposite is now the case. Maximus operates in the employability sector which has grown significantly over the last 12 months. Where unfortunately many people have found themselves unemployed, Maximus, has secured new contracts to support these individuals back into work. Maximus' Employability Skills and Disability workforce will triple in size over coming months. There are numerous opportunities, including senior and lateral moves that are available to everyone. All internal positions, including senior roles, are advertised and there is complete transparency in the process (CIPD, 2020).

Traditionally, a formal, top-down approach to succession planning has been adopted by organisations which would remain highly confidential (CIPD, 2020). Succession planning for very senior roles tended to be the sole focus of this approach (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). Prior to Covid, Maximus had developed a Leadership programme that was due to be launched, however this had to be put on hold due to unprecedented circumstances. Generally, Maximus' approach is more in keeping with contemporary methods of succession planning, operating with transparency, and considering roles of all levels.

Maximus' approach to succession planning is generally managed locally. There is no formal succession planning that operates throughout the organisation. Development and Progression conversations take place at colleague reviews. Where there are opportunities to take the lead on certain tasks or projects, or buddy a colleague within another role to gain experience, Line Managers will arrange for this to happen. Secondments, Coaching and Mentoring are used to develop colleagues' skills (Taylor, 2010). Recently Maximus launched a new mentoring programme which was made available to all colleagues, and they were asked to express an interest if they wished to be part of it. For those who are successful, they are placed with a Senior Mentor within the organisation who can help them to develop their skills and build their career plan. Career Development through mentoring is a popular method of organisation attraction (McCartney, 2017).

More contemporary methods of succession planning see organisations create 'pools of talent' from which colleagues can be selected to replace roles when they become available (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). This essentially is the organisations' talent pipeline (Armstrong, 2016). This can be beneficial with filing business critical positions which has been highlighted as especially important during the pandemic (CIPD, 2020). Maximus doesn't operate this method of succession planning, however developing pools of talent would have been useful for dealing with such an enormous recruitment drive which is currently taking place and potentially should be a recommendation to consider for the future.

BIBLIOGRAPHY:

ARMSTRONG, M. (2016) *Armstrong's Handbook of Strategic Human Resource Management,* 6th edn. London: Kogan Page.

CIPD (2020) *Succession Planning.* Available at: https://www.cipd.co.uk/knowledge/strategy/resourcing/succession-planning-factsheet (Accessed: 18 May 2021).

MCCARTNEY, C. (2017) 'How to be an employer of choice in an increasingly competitive jobs market', *Personnel Today,* 10 July 2017. Available at: https://www.personneltoday.com/hr/employer-choice-increasingly-competitive-jobs-market/ (Accessed: 18 May 2021).

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

WILKINSON, K. & TAYLOR, S. (2016) 'Resourcing and Talent Planning', in Taylor, S. & Woodhams, C. (2nd ed.) *Human Resource Management: People and Organisations.* London: CIPD.

2.

Turnover affects performance and is costly. Where possible, dysfunctional turnover should be avoided as the impact can be detrimental. Examples of this are when colleagues leave the business who are high performers, have skills that will be hard to replace, or if a colleague from a minority group leaves and it harms the diversity of the organisation's people (Allen, 2008).

Occasionally, colleagues are 'pulled' to leave as they attracted to a new job, however sometimes colleagues feel 'pushed'. A poor line manager relationship can cause a colleague to become disengaged from their organisation. Studies show a positive correlation between engagement and retention (CIPD, 2021).

Replacement of colleagues, the loss of skills and knowledge and the impact it has on remaining colleagues will incur costs. It's important that organisations understand where turnover could've been avoided as its generally linked to a level of colleague dissatisfaction. Research has shown that approximately 90% of employees leave because of this (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016).

Much of turnover takes place within the first six months of a new role so it's important that a robust induction plan is in place (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). This was a concern in Maximus a couple of years ago when 41% of new starters left ahead of reaching the end of their probation period. A robust induction plan reduced turnover of this cohort by 25%. The psychological contract refers to the unspoken commitments between the employer and employee which is important for understanding dysfunctional turnover. An employee may feel that there is a lack of development opportunities. To resolve this, the Employer could invest in training (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). This was a recent concern for Maximus that was highlighted in staff attitude surveys. This has been addressed with the recent launch of an apprenticeship programme, an employment advisor development programme, and a mentoring programme. Colleagues may leave because they are dissatisfied with pay and reward; for this reason, the Employer could ensure to complete a competitor analysis to make sure salaries are competitive (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). I would recommend that Maximus conduct a competitor analysis more frequently as part of a retention

strategy. This is discussed often in terms of salary comparisons and colleagues leaving to work for competitors. To avoid any employees leaving because of unrealistic expectations, employers should ensure expectations are discussed at interview (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). Maximus are attempting to ensure colleagues have a better idea of the job expectations by exploring the implementation of a Situational Judgement Test which will introduce candidates to the scenarios they will be faced with in the role. They can then decide if it's the right job for them.

CIPD (2021) recommend that to avoid turnover, employers should be flexible; fair; ensure colleague wellbeing is a priority; offer career development and progression opportunities and enable colleague voice. In terms of retention strategies for Maximus, I would recommend continuing investing in development as there have been some exciting initiatives launched; to complete a frequent competitor analysis to ensure salaries are competitive and seek a suitable succession planning initiative to develop pools of talent for when progression opportunities become available.

BIBLIOGRAPHY:

ALLEN, D. (2008) 'Retaining Talent: A Guide to Analysing and Managing Employee Turnover', *SHRM, 2008*, pp. 01 – 57. Available at: https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Retaining-Talent.pdf (Accessed: 18 May 2021).

CIPD (2021a) *Employee Engagement and Motivation.* Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet (Accessed: 18 May 2021).

CIPD (2021b) *Employee Turnover and Retention.* Available at: https://www.cipd.co.uk/knowledge/strategy/resourcing/turnover-retention-factsheet (Accessed: 18 May 2021).

CIPD (2020) *Succession Planning.* Available at: https://www.cipd.co.uk/knowledge/strategy/resourcing/succession-planning-factsheet (Accessed: 18 May 2021).

WILKINSON, K. & TAYLOR, S. (2016) 'Resourcing and Talent Planning', in Taylor, S. & Woodhams, C. (2nd ed.) *Human Resource Management: People and Organisations.* London: CIPD.

3.

Utilising the CIPD Profession Map to assess my knowledge and skill in the areas of Resourcing and Talent Management, I feel confident that my knowledge has increased in all categories listed under Associate Level.

There are some areas that I have chosen to progress and/or explore further as part of my own CPD under the Resourcing and Talent Management activities:

- I want to explore the opportunity to work with a university to offer a student a graduate trainee programme with Maximus. This was something the university approached us about two years ago and it sounded like a fantastic opportunity, but we haven't been able to offer a place due to various reasons. I wish to revisit this with the Senior Team to see what options are available for progressing this further as this would be the first placement we would have provided of this kind and the scheme has a 100% employment rate following the degree.

EV13

FW: Introducing the Maximus UK 2021 MentorU pilot

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Sun 5/23/2021 5:11 PM
To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>

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sophie.okelly@remploy.co.uk
www.remploy.co.uk

From: Communications <communications@maximusuk.co.uk>
Sent: 31 March 2021 11:30
To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Subject: Introducing the Maximus UK 2021 MentorU pilot



To all UK colleagues

Introducing the Maximus UK 2021 MentorU pilot

Dear Sophie,

Following the feedback received from colleagues in our Inclusion and Diversity survey, there is a strong appetite for more career support and development

opportunities across Maximus UK.

As a result of this, we committed to:

- ensuring all colleagues feel supported to succeed
- put clear learning plans in place for those who want to progress further in their roles
- provide support for leaders in developing their leadership capabilities.

With this is mind, we are delighted to launch the Maximus UK mentoring pilot for 2021 – **MentorU.**

Our approach: Developmental mentoring

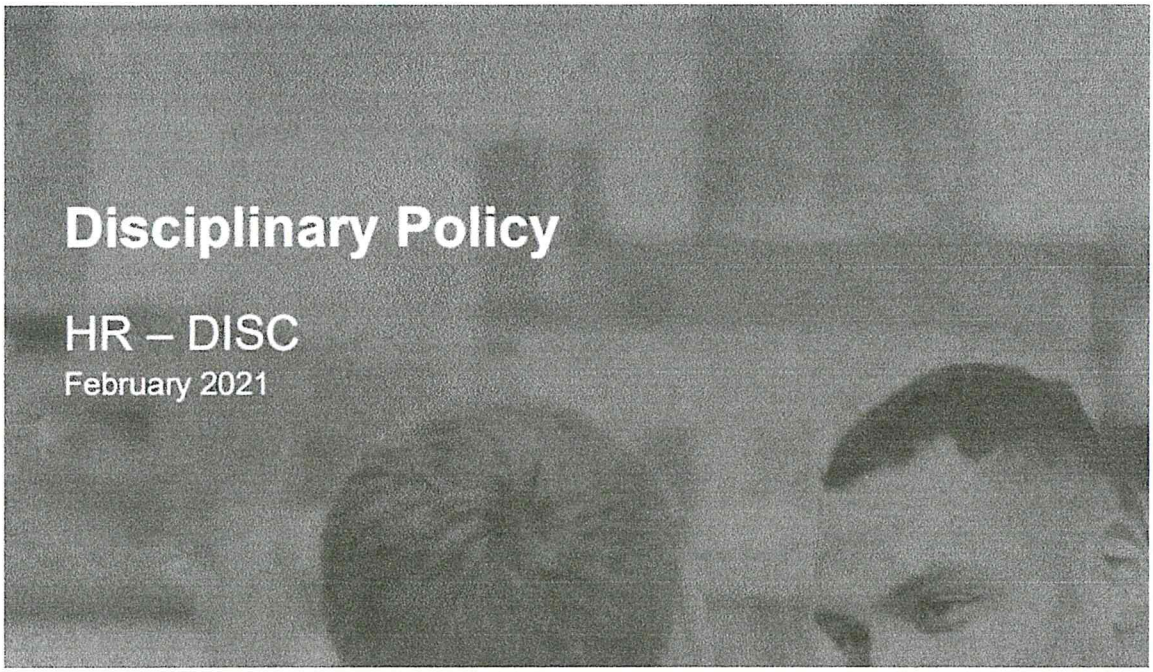


What is mentoring?

'A helping relationship in which one person, usually more experienced or senior, takes time to assist the career, professional or personal development of someone else, who is known as a mentee.'

How will the MentorU pilot work for mentees?

EV14



Disciplinary Policy

HR – DISC

February 2021

Contents

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1. Purpose

1.1 MAXIMUS UK expects employees to work to the highest professional standards with high levels of conduct and appropriate behaviours. In line with company values, MAXIMUS UK will also help and encourage all employees to achieve and maintain satisfactory standards of conduct and behaviour.

1.2 The Disciplinary Procedure is not intended to be a punitive method of addressing issues, its primary purpose is to support and encourage a genuine and permanent improvement in the behaviour of employees, to make them successful in the workplace. The following procedure will apply wherever managers consider a situation to be sufficiently serious to warrant more formal discussion between manager and employee. However, it is preferable that managers provide support and encouragement where possible at an early stage to minimise the likelihood of escalation into this procedure.

1.3 MAXIMUS UK aims to ensure that there is a fair and consistent approach to address employee relations. The Disciplinary Policy and Procedure helps to foster an environment of fairness and consistency, to ensure a successful working relationship.

MAXIMUS | People Services

Remploy
Putting ability first

Company Redundancy Policy

1. Introduction

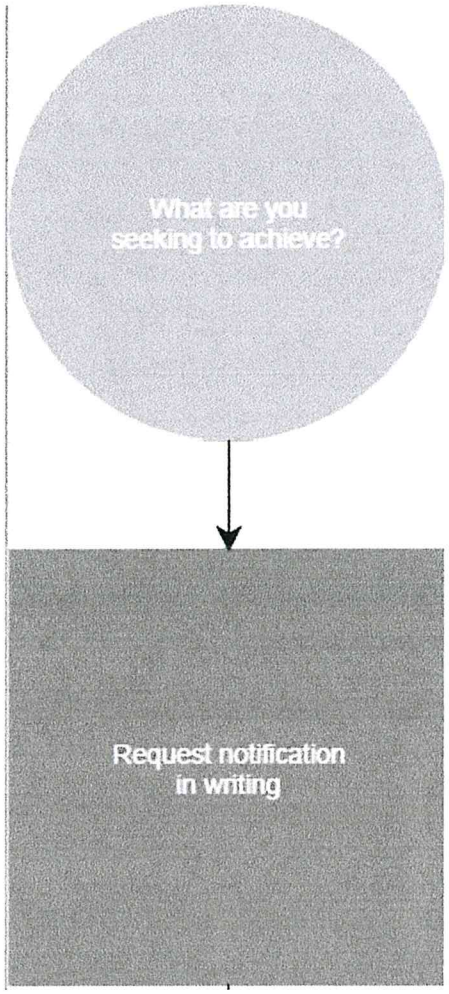
1.1 We will always try to avoid the need for compulsory redundancies but sometimes these may be necessary. The pattern or volume of our business or methods of working may change and requirements for employees may reduce.

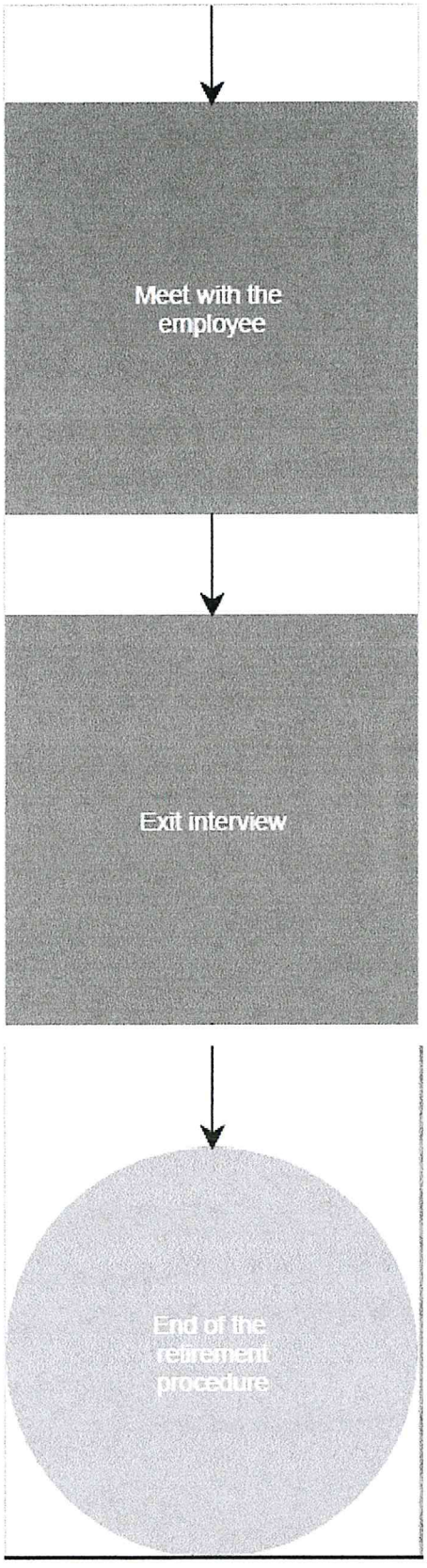
1.2 The purpose of this policy is to ensure that, whenever reduction in employee numbers may become necessary:

- We communicate clearly with all affected employees and ensure that they are treated fairly
- We try to find ways of avoiding compulsory redundancies, reducing the number and mitigating the consequences
- We consult with employees individually and where appropriate with recognised trade unions and/or employee representatives
- Any selection for compulsory redundancy is undertaken fairly and reasonably
- We consider suitable alternative employment

1.3 In carrying out any redundancy exercise we will not discriminate directly or indirectly on grounds of gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. Part-time employees and those working under fixed-term contracts will not be treated differently to permanent, full-time comparators.

EVIS


What are you seeking to achieve?
Request notification in writing


Meet with the employee
Exit interview
End of the retirement procedure

EV16

RE: Power BI Demo - Resourcing Tool - 27.04.21

Paul [redacted]@remploy.co.uk>
Tue 5/4/2021 8:41 AM
To: Sophie O'Kelly <Sophie.Okelly@remploy.co.uk>

Morning Sophie,

Hope you had a good weekend? No problem at all, I am glad you found it beneficial. If you have any further questions or need clarification, then please get in touch. Thanks

Regards,

[redacted]
Senior Performance Manager – WHP Wales

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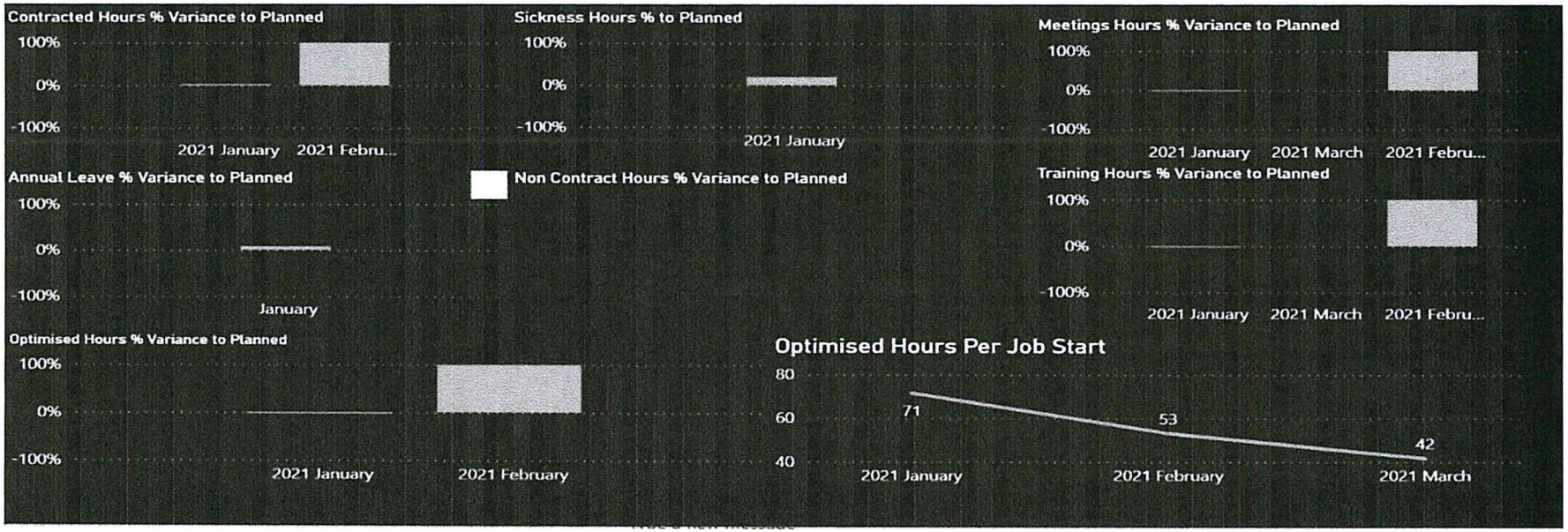
From: Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Sent: 02 May 2021 20:26
To: Paul[redacted]@remploy.co.uk>
Subject: Power BI Demo - Resourcing Tool - 27.04.21

Hi Paul,
Just a quick message to say thank you for the demo of the Power BI Platform where you demonstrated how it can be used to support with resource planning and ensure the contract is sufficiently resourced to perform.
My initial thoughts are that this would be a hugely beneficial tool for Managers to fully understand where any performance is being lost due to insufficient resource and will also support with identifying past trends so that contingencies can be put in place to mitigate any future risk.
Thanks again for your time and insight, I found it really informative.
Many thanks,
Sophie

Sophie O'Kelly
Performance Improvement Manager

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Year	Month	Job Starts (Actual)	Contracted Hours (Actual)	Contracted Hours (Planned)	Sickness (Actual)	Sickness (Planned)	Meetings (Actual)	Meetings (Planned)	Training (Actual)	Training (Planned)	Annual Leave (Actual)	Annual Leave (Planned)	Non Contract (Actual)	Non Contract (Planned)	Optimised Contract (Actual)	Optimised Contract (Planned)	Potential Job Starts Lost to Sickness
2020	October	7															
2020	November	99															
2020	December	154															
2021	January	165	14290	14280	90	75	1850	1856	318	320	238	231	0	0	11794	12119	1
2021	February	224	14644	14580	158	0	1850	1918	285	291	481	249	0	0	11870	12414	3
2021	March	317	16787	16794	274	0	2025	2178	338	376	994	278	0	0	13156	14339	7
2021	April	320	0	16055	0	0	0	2078	0	332	0	347	0	0	0	13630	
2021	May		0	15380	0	0	0	2025	0	337	0	59	0	0	0	13296	
2021	June		0	16047	0	0	0	2055	0	290	0	479	0	0	0	13514	
Total		**1286**	**45720**	**93135**	**521**	**75**	**5724**	**12109**	**941**	**1945**	**1713**	**1641**	**0**	**0**	**36821**	**79310**	**18**



EV17

EVIS

Notes from meeting with Paul [redacted] (Senior Performance Manager) 27.04.21

Paul provided a demo of a new reporting tool that has been developed to support with workforce planning within Maximus.

It works by utilising internal HR data that looks at planned contractual hours for the upcoming month, planned sickness, planned meetings, planned training, and planned annual leave. This then calculates the 'optimised contract' hours for that specific month. At the end of the month, the actual 'optimised contract' hours are inputted, along with the performance figures for that month. The report can then calculate how much performance has been lost due to absence and can be used to set thresholds for maximum annual leave permitted during the month to ensure the contract has sufficient resource. It can also support with future caseload modelling as it provides an accurate picture as to how many hours are required per week for meetings and training, along with how many hours are needed to achieve a single performance target.

The tool essentially provides Managers with a detailed analysis to predict how performance will be impacted without sufficient resource. It will support with a business case to request additional recruitment where a contract is under resourced.

ESD Case Worker/Advisor Performance Support Document - Self Assessment

* Required

* This form will record your name, please fill your name.

Introduction

ESD are in the undertaking a review of our performance support and management approach and processes in order to ensure that performance expectations are well balanced and take account of customer experience, contractual measures, compliance and productivity, and that staff and line managers are supported to excel in their roles. As part of this process, we are looking at the current skills and knowledge of our teams so we can assess current capabilities and understand what development requirements the business has.

In order to perform your job effectively you will need relevant skills. Over the next two pages you will be asked to rate your level of skill or knowledge in a range of areas. Please answer all the questions honestly as possible to enable us to compile an accurate picture of your development needs.

The results will be shared with your line manager who will schedule some time to discuss these with you. They will also be used to inform decisions about organisational development needs.



/2021

EVIA

Colleague Engagement Survey: Creating your team's action plan

Communications <communications@maximusuk.co.uk>
To Sophie O'Kelly

Reply | Reply All | Forward | ...
Tue 27/04/2021 10:00

If there are problems with how this message is displayed, click here to view it in a web browser.



To all UK managers

Creating your team's action plan

Dear Sophie,

By now you should have received access to the PwC Global Engagement Survey Results portal, and hopefully had a chance to review and reflect upon your results.

To ensure we continue to address feedback and take meaningful action, we ask that all managers create a team action plan by **Friday 21 May**.

Tips to creating a meaningful action plan

EV20

EV21

Remploy Cymru - Employee Exit Feedback

Exit feedback is an opportunity for you to feedback following your experience with Remploy.
Where appropriate and practical we will make improvements on feedback given.
Exit feedback is taken as constructive, regardless of whether you praise or critique aspects of the business, so your honesty is appreciated.
Any Exit Feedback is treated with complete confidence and only shared following your departure from the business with the key stakeholders who can use the feedback and make positive changes based on it.

This form is automatically collecting email addresses for Remploy Ltd users. Change settings

How long have you worked at Remploy? *

- Less than 6 months
- 6 months - 1 year
- 1 - 2 years
- 2 - 6 years
- 6 years +

Why did you start looking for another job? *

Long-answer text

Why are you leaving your current position? *

New Starter Induction Feedback

Information gathering to assess the overall Induction Process. Feedback will be assessed and improvements implemented if required.

Email *

Valid email address

This form is collecting email addresses. Change settings

How would you rate the induction overall? *

- Excellent
- Good
- Fair
- Poor

At what point in your induction did your Manager provide an overview of the Induction Programme? *

- Day 1
- Week 1
- Week 2

EV23

Taken from conversations to date, below is our summary understanding of your current situation and requirements:

- ☑ The current recruitment process involves an initial application, a sift based on skills, telephone interviews and then a face to face interview which contains a role-play exercise.
- ☑ For this proposal, Maximus would like to review the current recruitment process to introduce an assessment that will gauge an applicant's suitability to the role.
- ☑ Maximus have around 180 employees currently in the Caseload Carrier role, however it is anticipated that there will be a significantly increased need to recruit additional frontline workers.
- ☑ There is a desire to reduce attrition levels in this role, with a current level of around 60%. This high level of turnover means needing to recruit an additional 100 staff per year to fill these roles.

EV24

nomisweb.co.uk/reports/lmp/gor/2092957698/report.aspx#tabempocc

Apps Bookmarks Adapt Northgate - MyView Remploy Mail - Out... Remploy_DR Suggested Sites Imported From IE The

Resident Population

Total population (2019)

	Great Britain (Level)	United Kingdom (Level)
All People	64,903,100	66,796,800
Males	32,045,500	32,978,200
Females	32,857,600	33,818,600

Source: Population estimates - local authority based by five year age band

view time-series compare other areas query dataset...

Population aged 16-64 (2019)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
All People	40,541,000	62.5	41,724,000	62.5
Males	20,227,800	63.1	20,814,300	63.1
Females	20,313,200	61.8	20,909,700	61.8

Source: Population estimates - local authority based by five year age band
Notes: % is a proportion of total population

view time-series compare other areas query dataset...

Labour Supply

Headline indicators - seasonally adjusted (Dec 2020-Feb 2021)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
All People				
Economically Active*	33,239,000	79.2	34,105,000	79.1
In Employment*	31,596,000	75.3	32,430,000	75.1
Unemployed§	1,643,000	4.9	1,675,000	4.9
Economically Inactive*	8,341,000	20.7	8,673,000	20.9
Males				
Economically Active*	17,345,000	82.7	17,794,000	82.5
In Employment*	16,443,000	78.3	16,875,000	78.2
Unemployed§	902,000	5.2	919,000	5.2
Economically Inactive*	3,467,000	17.3	3,613,000	17.5
Females				
Economically Active*	15,894,000	75.9	16,311,000	75.7
In Employment*	15,154,000	72.3	15,556,000	72.1
Unemployed§	740,000	4.7	755,000	4.6
Economically Inactive*	4,875,000	24.1	5,059,000	24.3

Source: Labour Force Survey
* - level are for those aged 16 and over, % are for those aged 16-64
† - level and % are for those aged 16-64
§ - level and % are for those aged 16 and over, % is a proportion of economically active

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Economic inactivity (Jan 2020-Dec 2020)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
All People				
Total	8,417,200	20.9	8,735,400	21.1
Student	2,270,700	27.0	2,345,100	26.8
Looking After Family/Home	1,694,500	20.1	1,758,000	20.1
Temporary Sick	167,700	2.0	173,600	2.0
Long-Term Sick	1,988,400	23.6	2,099,400	24.0
Discouraged	60,100	0.7	62,400	0.7
Retired	1,143,500	13.6	1,180,300	13.5
Other	1,092,400	13.0	1,116,600	12.8
Wants A Job	1,898,700	22.6	1,961,800	22.5
Does Not Want A Job	6,518,500	77.4	6,773,600	77.5

Source: ONS annual population survey
Notes: numbers are for those aged 16-64
% is a proportion of those economically inactive, except total, which is a proportion of those aged 16-64

view time-series | compare other areas | query dataset...

Employment by occupation (Jan 2020-Dec 2020)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
Soc 2010 Major Group 1-3	15,821,400	50.2	16,171,000	50.0
1 Managers, Directors And Senior Officials	3,627,100	11.5	3,698,400	11.4
2 Professional Occupations	7,204,400	22.8	7,387,700	22.8
3 Associate Professional & Technical	4,989,900	15.8	5,084,900	15.7
Soc 2010 Major Group 4-5	6,068,500	19.3	6,267,600	19.4
4 Administrative & Secretarial	3,174,100	10.0	3,273,300	10.1
5 Skilled Trades Occupations	2,894,400	9.2	2,994,300	9.2
Soc 2010 Major Group 6-7	4,961,400	15.7	5,131,400	15.9
6 Caring, Leisure And Other Service Occupations	2,792,300	8.8	2,875,900	8.9
7 Sales And Customer Service Occs	2,169,100	6.9	2,255,500	6.9
Soc 2010 Major Group 8-9	4,662,000	14.8	4,794,800	14.8
8 Process Plant & Machine Operatives	1,741,300	5.5	1,796,900	5.5
9 Elementary Occupations	2,920,700	9.2	2,997,900	9.2

Source: ONS annual population survey
Notes: level and % are for those aged 16+
% is a proportion of all persons in employment

view time-series | compare other areas | query dataset...

Qualifications (Jan 2020-Dec 2020)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
Individual Levels				
NVQ4 And Above	17,329,900	43.1	17,771,500	43.0
NVQ3	6,768,800	16.8	6,965,000	16.9
Trade Apprenticeships	1,111,600	2.8	1,156,200	2.8
NVQ2	6,226,200	15.5	6,418,200	15.5
NVQ1	3,894,700	9.7	3,994,600	9.7
Other Qualifications	2,277,800	5.7	2,317,000	5.6
No Qualifications	2,566,800	6.4	2,712,300	6.6
Composite Levels				
NVQ4 And Above	17,329,900	43.1	17,771,500	43.0
NVQ3 And Above	24,654,500	61.4	25,314,600	61.2
NVQ2 And Above	31,436,600	78.2	32,311,000	78.2
NVQ1 And Above	35,331,200	87.9	36,305,600	87.8

Source: ONS annual population survey
Notes: For an explanation of the qualification levels see the definitions section.
level and % are for those aged 16-64
% is a proportion of resident population of area aged 16-64

view time-series | compare other areas | query dataset...

Earnings by place of residence (2020)

	Great Britain (Pounds)	United Kingdom (Pounds)
Gross Weekly Pay		
Full-Time Workers	587.1	585.5
Male Full-Time Workers	622.9	619.0
Female Full-Time Workers	544.2	543.0
Hourly Pay - Excluding Overtime		
Full-Time Workers	15.18	15.07
Male Full-Time Workers	15.64	15.52
Female Full-Time Workers	14.42	14.37

Source: ONS annual survey of hours and earnings - resident analysis
Notes: Median earnings in pounds for employees living in the area.

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Out-Of-Work Benefits

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise. The seasonally adjusted estimates in this table are consistent with the headline JSA measure.

Claimant count by sex - seasonally adjusted (March 2021)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
All People	2,615,551	7.5	2,673,654	7.4
Males	1,537,944	8.2	1,575,392	8.2
Females	1,077,607	6.5	1,098,262	6.5

Source: ONS Claimant Count - seasonally adjusted
Notes: % is a proportion of claimants + workforce jobs total

☐ view time-series ☑ compare other areas ☑ query dataset...

The estimates in the table below are not consistent with the headline claimant measure. However, they are consitent with the local area figures.

Claimant count by sex - not seasonally adjusted (March 2021)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
All People	2,635,350	7.5	2,692,940	7.5
Males	1,558,565	8.4	1,595,510	8.4
Females	1,076,785	6.5	1,097,430	6.5

Source: ONS Claimant count by sex and age
Notes: % is a proportion of claimants + workforce jobs total

☐ view time-series ☑ compare other areas ☑ query dataset...

Claimant count by age - not seasonally adjusted (March 2021)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
Aged 16+	2,635,350	6.5	2,692,940	6.5
Aged 16 To 17	5,060	0.4	5,100	0.4
Aged 18 To 24	498,965	9.1	510,845	9.0
Aged 18 To 21	270,310	9.0	276,845	8.9
Aged 25 To 49	1,501,815	7.1	1,533,065	7.0
Aged 50+	629,410	5.1	643,235	5.0

Source: ONS Claimant count by sex and age
Notes: % is number of persons claiming JSA as a proportion of resident population of the same age

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Working-age client group - main benefit claimants - not seasonally adjusted [Discontinued] (November 2016)

	Great Britain (Level)	Great Britain (%)
Total Claimants	4,448,890	11.0
By Statistical Group		
Job Seekers	460,480	1.1
ESA And Incapacity Benefits	2,446,000	6.1
Lone Parents	401,630	1.0
Carers	685,670	1.7
Others On Income Related Benefits	72,310	0.2
Disabled	312,240	0.8
Bereaved	70,560	0.2
Main Out-Of-Work Benefits*	3,380,420	8.4

Source: DWP benefit claimants - working age client group
Notes: * Main out-of-work benefits includes the groups: Job seekers, ESA and incapacity benefits, lone parents and others on income related benefits. See the **Definitions and Explanations** below for details
% is a proportion of resident population of area aged 16-64
Northern Ireland and United Kingdom figures are not available for this dataset

☐ view time-series ☒ compare other areas ☒ query dataset...

Workforce jobs by industry section (SIC 2007) - seasonally adjusted (December 2020)

	Great Britain (Level)	Great Britain (%)	United Kingdom (Level)	United Kingdom (%)
Total	33,527,000	-	34,417,000	-
A : Agriculture, Forestry And Fishing	356,000	1.1	387,000	1.1
B : Mining And Quarrying	53,000	0.2	55,000	0.2
C : Manufacturing	2,462,000	7.3	2,556,000	7.4
D : Electricity, Gas, Steam And Air Conditioning	146,000	0.4	148,000	0.4
E : Water Supply; Sewerage, Waste Management	200,000	0.6	208,000	0.6
F : Construction	2,169,000	6.5	2,225,000	6.5
G : Wholesale And Retail Trade; Repair Of Vehicles	4,707,000	14.0	4,844,000	14.1
H : Transportation And Storage	1,684,000	5.0	1,718,000	5.0
I : Accommodation And Food Service Activities	2,188,000	6.5	2,239,000	6.5
J : Information And Communication	1,435,000	4.3	1,461,000	4.2
K : Financial And Insurance Activities	1,123,000	3.3	1,142,000	3.3
L : Real Estate Activities	651,000	1.9	662,000	1.9
M : Professional, Scientific And Technical Activities	3,143,000	9.4	3,188,000	9.3
N : Administrative And Support Service Activities	2,756,000	8.2	2,809,000	8.2
O : Public Administration And Defence	1,527,000	4.6	1,587,000	4.6
P : Education	2,841,000	8.5	2,917,000	8.5
Q : Human Health And Social Work Activities	4,263,000	12.7	4,408,000	12.8
R : Arts, Entertainment And Recreation	895,000	2.7	914,000	2.7
S : Other Service Activities	885,000	2.6	906,000	2.6
T : Activities Of Households As Employers;...	42,000	0.1	42,000	0.1

Source: ONS workforce jobs by industry (SIC 2007) - seasonally adjusted
Notes: % is a proportion of its proportion of total workforce jobs

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EV25

CIPD
Championing better work and working lives

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LABOUR MARKET OUTLOOK

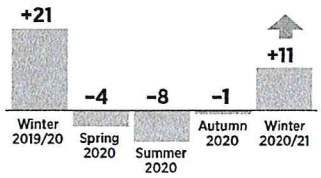
VIEWS FROM EMPLOYERS

Winter 2020–21

3 Key points

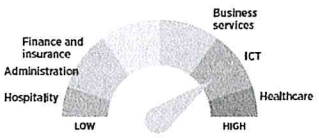
Recruitment and redundancies

- The net employment intentions figure for Q1 has risen to +11 from –1 last quarter. This is due to both a sharp fall in redundancy intentions, down from 30% to 20%, and a slight uptick in recruitment intentions. The improvement has been driven by the private sector (+11), which saw a 16 percentage point increase since the autumn report.



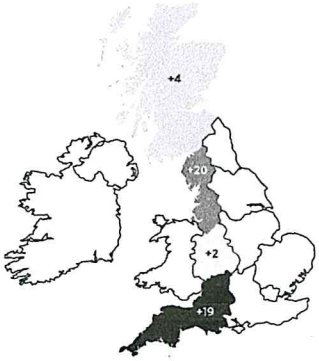
Net employment score recovery

- There is a large variation across sectors in terms of the net employment score. Employment confidence is highest in healthcare (+40), ICT (+30) and business services (+23). In contrast, net employment intentions remain subdued in hospitality (–6), finance and insurance (+2) and administration and support service activities (+2).



Employment confidence by sector

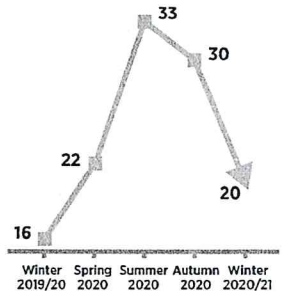
- In the nations and regions, employer confidence is highest in the north-west of England (+20) and in the south-west of England (+19). By contrast, the score for Scotland is +4 and +2 for the West Midlands.



Employer confidence in the nations and regions

- Mirroring the official data, recruitment intentions among UK employers surveyed have edged up since the last quarter. More than half (56%) of employers responding to the winter survey are planning to recruit in Q1 2021, up three percentage points from the autumn and seven percentage points from the summer. However, this is still down ten percentage points from the same quarter last year.

- Redundancy intentions have fallen sharply over the quarter. A fifth (20%) of organisations expect to make some redundancies in the next three months, down ten percentage points from the autumn quarter. Redundancy intentions have fallen particularly steeply in the private sector – down from 34% in the autumn report to 20% in the current quarter.

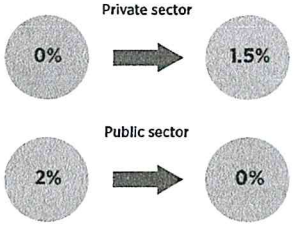


% of employers to make redundancies

Pay

- Median basic pay increase expectations for the next 12 months are at 1%, unchanged from the autumn quarter. Pay expectations in the private sector are at 1.5%, compared with 0% three months earlier.

- By comparison, median basic pay expectations in the public sector in the next 12 months have fallen from 2% to 0% during the same period. This compares with 1.4% in the voluntary sector.



Pay trend reversal since last quarter

EV26

www.gov.uk/government/publications/restart-scheme/restart-scheme-contract-package-areas

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GOV.UK Search on GOV.UK

→ Coronavirus (COVID-19) | Rules, guidance and support

Home > Universal Credit > Restart scheme

Department for Work & Pensions

Policy paper

Restart scheme: Contract Package Areas

Updated 28 April 2021

The table below shows the 12 Contract Package Areas (CPAs) for the Restart scheme along with the provider in each Contract Package Area (CPA) and the areas contained within each CPA.

CPA number	CPA	Provider	Areas contained
1a	West Central	Serco Limited	Shropshire, Herefordshire, Worcestershire, West Midlands
1b	East Central	Jobs 22 Limited	Staffordshire, Warwickshire, Leicestershire, Lincolnshire (except North and North East), Northamptonshire, Bedfordshire, North Buckinghamshire (Aylesbury Vale)
2a	North East and Humberside	Reed in Partnership Limited	Northumberland, Tyne and Wear, County Durham, Teesside, North Yorkshire, East Yorkshire, North and North East Lincolnshire
2b	South and West Yorkshire, Derbyshire and Nottinghamshire	Maximus UK Services Limited	West Yorkshire, South Yorkshire, Nottinghamshire, Derbyshire
3a	North West	G4S Facilities Management (UK) Limited	Cumbria, Lancashire, Merseyside, Cheshire
3b	Greater Manchester	Ingeus UK Limited	Greater Manchester
4a	South West	Seetec Pluss Limited	Gloucestershire, Bristol, Wiltshire, Somerset, Dorset, Devon, Cornwall
4b	South Central	Fedcap Employment Limited	Oxfordshire, South Buckinghamshire (Wycombe, Chiltern, South Bucks and Slough), Berkshire, Surrey, Hampshire, Isle of Wight, West Sussex, Brighton and Hove
5a	Central and West London	Ingeus UK Limited	West London, Central London
5b	South and East London	Maximus UK Services Limited	East London, South London
5c	Home Counties	Reed in Partnership Limited	Rutland, Cambridgeshire, Norfolk, Suffolk, Hertfordshire, Essex, Kent, East Sussex
6	Wales	Serco Limited	Wales

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WHP - Comparative Performance Nov 18 to June 2020

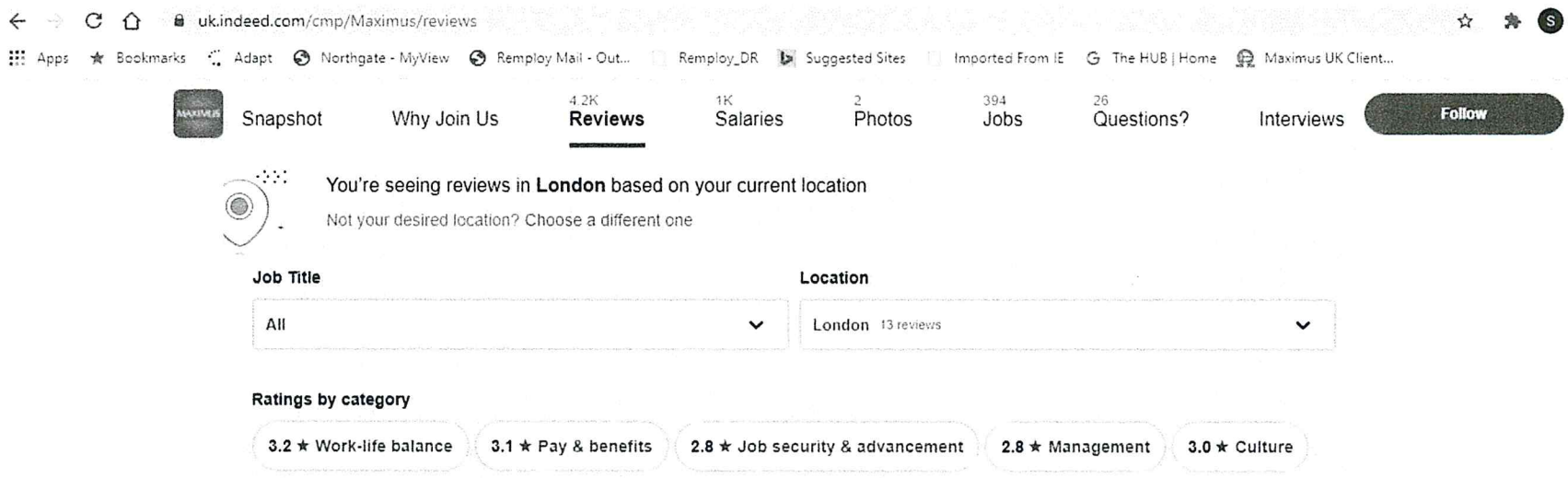
Home

		Contract Entrants						Job Starts				Outcomes				Sustainability		Starts to Ouct	
		CES - Actuals	% of Profile	Movement from last month	Position	Conversion of referrals	Position	Actuals	Job Starts % of Contract Entrants	Movement from last month	Position	Actuals	% v profile	Movement from last month	Position	% JS to Outcome	Position	% of Starts to Outcome	Position
CPA6	Remploy	[redacted]	[redacted]	[redacted]	1	[redacted]	1	[redacted]	[redacted]	[redacted]	1	[redacted]	[redacted]	[redacted]	1	[redacted]	1	[redacted]	1

EV27

SWOT analysis – The Organisation's approach to resourcing and Talent Planning

Strengths	Weaknesses
• Scenario planning when going through the bidding process for contracts. • 'Caseload Modelling'/'A Day in the life of a Business Manager study' to determine the number of employees needed to recruit on a new contract. • Talent and Development activities to ensure colleagues have the correct skills. • Extensive advertising of jobs • Robust policies in place for colleagues leaving the business. • Utilisation of data to identify absence trends which informs caseload modelling. • Utilisation of data to inform impact on performance lost through absence to support with justification for additional resource	• Succession Planning • Managers do not have access to workforce analytics currently
Opportunities	**Threats**
• Labour Market analysis work carried out for new bids – could expand this to business as usual. • Competitor analysis to be carried out as part of a business-as-usual approach. • Skills audits carried out for Balanced Scorecard Project – could be utilised if there was ever a need for redeployment. • Data collected through engagement surveys, induction feedback and exit interview to aid retention – expand this to collect data through 'stay' interviews.	• Some poor reviews on job boards impacting Employer brand


uk.indeed.com/cmp/Maximus/reviews
Apps
Bookmarks
Adapt
Northgate - MyView
Remploy Mail - Out...
Remploy_DR
Suggested Sites
Imported From IE
The HUB | Home
Maximus UK Client...
Snapshot
Why Join Us
4.2K
Reviews
1K
Salaries
2
Photos
394
Jobs
26
Questions?
Interviews
Follow
You're seeing reviews in London based on your current location
Not your desired location? Choose a different one
Job Title
All
Location
London 13 reviews
Ratings by category
3.2 ★ Work-life balance
3.1 ★ Pay & benefits
2.8 ★ Job security & advancement
2.8 ★ Management
3.0 ★ Culture

Ev29

EV30

The programme would take two paths. Path A, a 'Talent Support' programme for individuals who excel in fundamental areas of the role to mentor and coach colleagues within the business. Additionally, they will be given the opportunity to input into the design and delivery of training modules and lead focus groups in their specialist area. Path B is a 'Career Progression' path that would follow a typical succession planning programme, including a formal training programme, work shadowing and opportunities to lead management tasks and projects (Wilkinson & Taylor, 2016).

Estimated costs detailed below:

Recommendation	**Cost (time spent)**	**Benefit**
Talent Support Programme	3 Advisors @ 1 day per month for 6 months = £1,600 approx.	Reduced turnover by approx. 20%; Increased productivity; Increased opportunities; Improved morale.
Career Progression Programme	3 Advisors @ 1 day per month for 6 months = £1,600 approx.	

Following the pilot, return on investment would need to be analysed by assessing performance, succession pools, staff turnover and productivity in relation to costs (CIPD, 2020).

EV31

	Question	Strongly Disagree				Strongly Agree
		1	2	3	4	5
1	Do you know what is expected of you at work?	0%	0%	8%	22%	70%
2	Do you have the materials and equipment to do your work right?	2%	2%	24%	38%	34%
3	At work, do you have the opportunity to do what you do best every day?	2%	12%	28%	48%	10%
4	In the last seven days, have you received recognition or praise for doing good work?	6%	12%	20%	24%	38%
5	Does your Line Manager; or someone at work, seem to care about you as a person?	4%	4%	4%	24%	64%
6	Is there someone at work who encourages your development?	8%	8%	14%	30%	40%
7	At work, do your opinions seem to count?	6%	14%	24%	28%	28%
8	Does the mission/purpose of your company make you feel your job is important?	2%	2%	32%	32%	32%
9	Are your colleagues committed to doing quality work?	2%	0%	12%	34%	52%
10	Do you have a best friend at work?	2%	14%	30%	18%	36%
11	In the last six months, has someone at work talked to you about your progress?	2%	8%	26%	26%	38%
12	In the last year have you had opportunities to learn and grow?	8%	16%	30%	24%	22%

	Strongly Disgaree / Disagree	Strongly Agree / Agree
	1 - 2	4 - 5
1	0%	92%
2	4%	72%
3	14%	58%
4	18%	62%
5	8%	88%
6	16%	70%
7	20%	56%
8	4%	64%
9	2%	86%
10	16%	54%
11	10%	64%
12	24%	46%

EV32

Understanding Coaching and Mentoring
On the Job Training

Activity One

I met with Hilary [redacted] who is the Senior Leadership and Management Development Consultant for Maximus UK. Hilary has a wealth of knowledge and experience in Coaching and Mentoring, so I found this a really beneficial discussion for my learning.

The COVID-19 pandemic has had a significant impact on Maximus and a number of plans for Leadership Development (of which included Coaching and Mentoring) had to be halted as a result. Hilary discussed that in late 2019; Maximus had plans to partnership with an external Coaching Company and launch a consistent Leadership Framework across all Maximus businesses. Developing and implementing a Coaching Culture *was* and *still is* the optimal goal. A Coaching culture exists in an Organisation where its people build rapport; are active listeners; ask beneficial questions and individual empowerment is instilled (Cooper, 2019). To initiate this aspiration, upskilling in Coaching and Mentoring was planned for Senior Leaders within the business (as a starting point). A number of colleagues are currently undertaking a Level 5 Coaching Professional Apprenticeship to pilot its success. If proven beneficial, the Business will consider offering this more widely to colleagues wishing to develop their Coaching Skills.

For many years there has been and still continues to be pockets of effective Coaching and Mentoring taking place; mainly of an informal nature. Historically, Coaching has been perceived negatively within Maximus amongst employees; in that it's only introduced when there are concerns around performance. 'Performance Coaching' is quite rightly and effectively used to help 'fix' a problem, whereas 'Coaching for Development' is centred around the individual's learning and growth rather than 'fixing' (Stanier, 2016). Maximus aspires to make Coaching and Mentoring very much part of all activities and conversations, which is aligned with its aspirations of developing a Coaching Culture.

The pandemic has forced Organisations to find alternative methods to face to face learning. Coaching in this respect has become an increasing popular learning intervention as halting People Development can't continue (Nevins, 2020). Inclusion and Diversity is an area of key focus within Maximus and Hilary is leading on the 'Talent and Capability Development' work stream that sits within this. Coaching and Mentoring is the first priority on this work stream. Phase one of this initiative will see the introduction of a Colleague Mentoring Programme which will gradually expand. A formal mentoring programme ensures that groups that may have otherwise been overlooked via a more informal approach are easily able to access it (Clutterbuck, 2014). Selection criteria will be introduced to become a Mentor or Mentee, however initially Senior Leaders will be chosen throughout the Organisation to take on Mentor roles where they have specific knowledge and/or experience in areas of which Colleagues may want to develop their knowledge and skills further. Mentors will complete a Level 3 Mentoring Apprenticeship. Phase 2 will focus on Reverse and Reciprocated mentoring of underrepresented groups. Non-traditional mentoring programmes such as these enable Organisations to develop by embracing the concept that everyone regardless of role within the organisation can share knowledge (Hirsch, 2019).

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EV33

RE: Use of data for Resource and Talent Planning in the future

Linda [redacted] <[redacted]@maximusuk.co.uk>

Fri 5/14/2021 4:01 PM

To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>

Hi- lets touch base next week – hope you have a lovely weekend....

[redacted]
HR Business Partner
Employment, Skills & Disability Services (ESD)
MAXIMUS UK SERVICES
[redacted]

M: [redacted]
E mail : [redacted]@maximusuk.co.uk

From: Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Sent: 14 May 2021 13:49
To: Linda [redacted]@maximusuk.co.uk>
Subject: Use of data for Resource and Talent Planning in the future

Hi Linda,
Just a quick message to say thank you for the information you shared with me regarding Managers hopefully being able to access their own data to look at the demographics for their teams for example to support them with resourcing and talent planning in the future. I think this will be a fantastic tool and great to know for my Resourcing and Talent Planning module.
Hope you have a lovely weekend.
Thanks again,
Sophie

Sophie O'Kelly
Performance Improvement Manager

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Learning Outcome Two

Introduction

2.1

Recommendation – Introduce Succession Planning:

Succession planning ensures that an organisation has enough people to step into roles at the next level when they become available (Wilkinson & Taylor, 2016, cited in Taylor & Woodhams, 2016). The contemporary outlook on succession planning considers developing colleagues for lateral moves to broaden organisational experience and not just colleague promotions (CIPD, 2020).

Maximus has recently secured two Prime Contracts to deliver the Restart programme, which will see opportunities grow as its workforce is due to triple in size over a short period of time (EV26). Until recently, colleague feedback has indicated that there aren't enough opportunities for progression (EV31). Colleague Turnover has been a significant area of concern, specifically with the Employment Advisor role (EV23).

Martindale (2008, cited in Taylor, 2010) discusses how Coca-Cola primarily recruited externally which significantly impacted employee morale and turnover. In response to this, Coca-Cola introduced a development programme for lower-level managers who potentially could progress to a more senior level. Within a few years of the first programme, more than half of colleagues had been promoted and all were retained at the company.

Maximus' approach to succession planning is informal and sporadic (EV12). Maximus has a robust approach to recruiting the right people based on skill and aptitude, providing them with the skills to be successful and knowledgeable in their role, however there is no robust plan for ensuring colleagues have the skills to move into another role to replace someone when a role becomes vacant.

With the growth in the Employability sector on the increase, introducing Succession Planning into the organisation to fulfil the increasing number of opportunities is my recommendation. Succession Planning can help retain individuals as they have will confidence that they will have the opportunity to progress. This approach also ensures that we maintain the sector specific knowledge within the organisation (CIPD, 2020).

Succession planning now includes developing 'pools' of talent from which replacements can be selected (Wilkinson & Taylor, 2016, cited in Taylor & Woodhams, 2016). As part of a retention research project that I undertook, I recommended that a Talent Development Programme be developed to allow people to develop and build the skills needed to be promoted into those next management positions when they become available (EV30). By investing in succession planning, employee engagement and retention will be enhanced (SHRM, 2010).

Recommendation – Labour Market and Competitor Analysis to become Business as Usual:

It's important for organisations to keep up to date with changes in the labour market (CIPD, 2021). In preparation for the Restart Bid, Maximus contracted out the Labour Market and Competitor analysis to a team of consultants due to the enormity and importance of the task as future contracts were reliant on this piece of work being right (EV4).

The opportunities within the employability sector will continue to grow due to the impact that Coronavirus has had on some other sectors within the economy. What Maximus needs to be

focused on now is standing out from its competition to attract talent and the whole labour market needs to be a consideration when doing so (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016).

Staff turnover is a concern, particularly amongst the Employment Advisor community (EV23). This can be costly but especially when losing highly skilled employees to competitors (Taylor, 2010). It is especially common for colleagues within the Employability sector to leave to work for a competitor. It's crucial to understand comparisons to competitors in terms of pay, learning and development opportunities and job security (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). Competitors now originate from places that organisations least expect (Adams, 2017).

Labour Market and Competitor Analysis is an essential talent planning task and shouldn't be just a focus when bidding for contracts. My recommendation is that this becomes part of a business-as-usual approach. Maximus already has a labour market analyst who supplies the Employability Services team with data about the labour market in terms of which sectors are recruiting along with information about the claimant count in the local areas (EV34). Maximus could utilise this resource for its own talent planning. This will ensure that it is always aware of the characteristics of the population in its labour market, what its competitors are doing and if the available population from which it would normally recruit is changing (CIPD, 2018).

Recommendation – Managers to be given access to People Analytics:

People Analytics captures data to provide employers with a thorough understanding of their workforce, such as demographics, skills, knowledge, and experience of individuals. This can then be utilised to improve evidence-based decision making (CIPD, 2020).

ASDA has more than five generations within its workforce. As an organisation it utilises People Analytics to tailor its approach to reflect the diverse needs of its workforce (CIPD, 2016). At Maximus, the majority of talent planning responsibility sits within Operations. However, currently Managers do not have access to the data that provides them with their teams' demographics such as age or diversity information (EV33). To prepare for and minimise costs of replacement and turn over, data that details workforce demographics is beneficial. An aging workforce predicts retirement, and a skills shortage is likely when experienced colleagues retire (SHRM, 2016).

Maximus were recently awarded four new contracts within the justice sector. A comms was sent to the wider organisation to encourage colleagues with experience to express an interest (EV35). Capturing skills data and making this available to Managers would also be beneficial. Currently Managers are unable to access any information that informs them of what skills, qualifications or additional experience individuals within their teams have. This could support with identifying opportunities for secondments or redeployment easily.

My recommendation would be to provide Managers with access to People Analytics for their teams to inform talent planning decisions and tailor their approach to reflect the diverse needs of their team.

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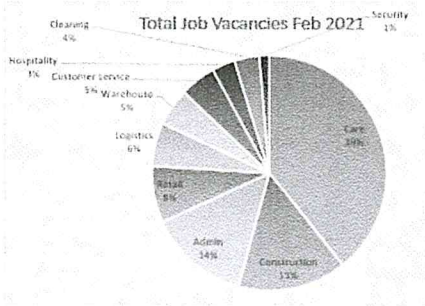
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Wales

Total unique job vacancies by Sector:

Sectors	Total Job Vacanc	Last Montl	% Chang
	Feb-21	Jan-21	Month change
Care	10411	10853	-4.1%
Construction	3997	3916	2.1%
Admin	3677	3551	3.5%
Retail	2070	2,046	1.2%
Logistics	1591	1514	5.1%
Warehouse	1371	1318	4.0%
Customer service	1315	1,291	1.9%
Hospitality	843	631	33.6%
Cleaning	913	946	-3.5%
Security	361	340	6.2%
	26549	26406	0.5%

Permanen t Contract	Perm Contra	Recruitmen t Agency	Recruitment Agency As a	lon-Agenc	Non-Agency As a % of
7823	75.14%	2886	27.72%	7150	68.68%
3023	75.63%	1512	37.83%	2307	57.72%
2470	67.17%	849	23.09%	2684	72.99%
1614	77.97%	497	24.01%	1482	71.59%
900	56.57%	556	34.95%	872	54.81%
864	63.02%	443	32.31%	868	63.31%
994	75.59%	417	31.71%	830	63.12%
608	72.12%	277	32.86%	538	63.82%
653	71.52%	187	20.48%	697	76.34%
293	81.16%	25	6.93%	329	91.14%
19242	72.48%	7649	28.81%	17757	66.88%

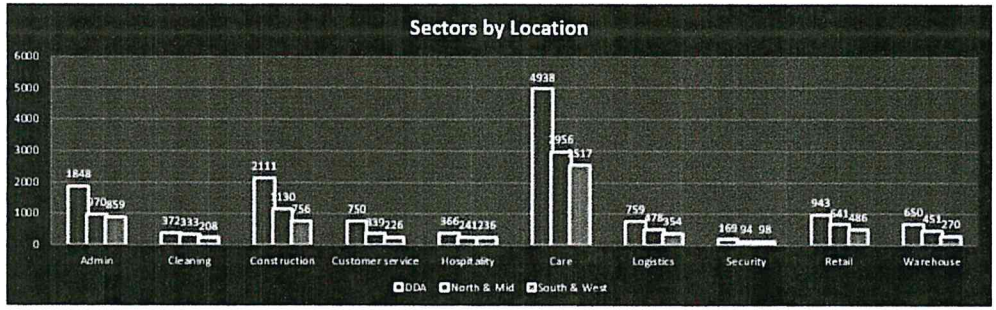


Total unique job vacancies by Location:

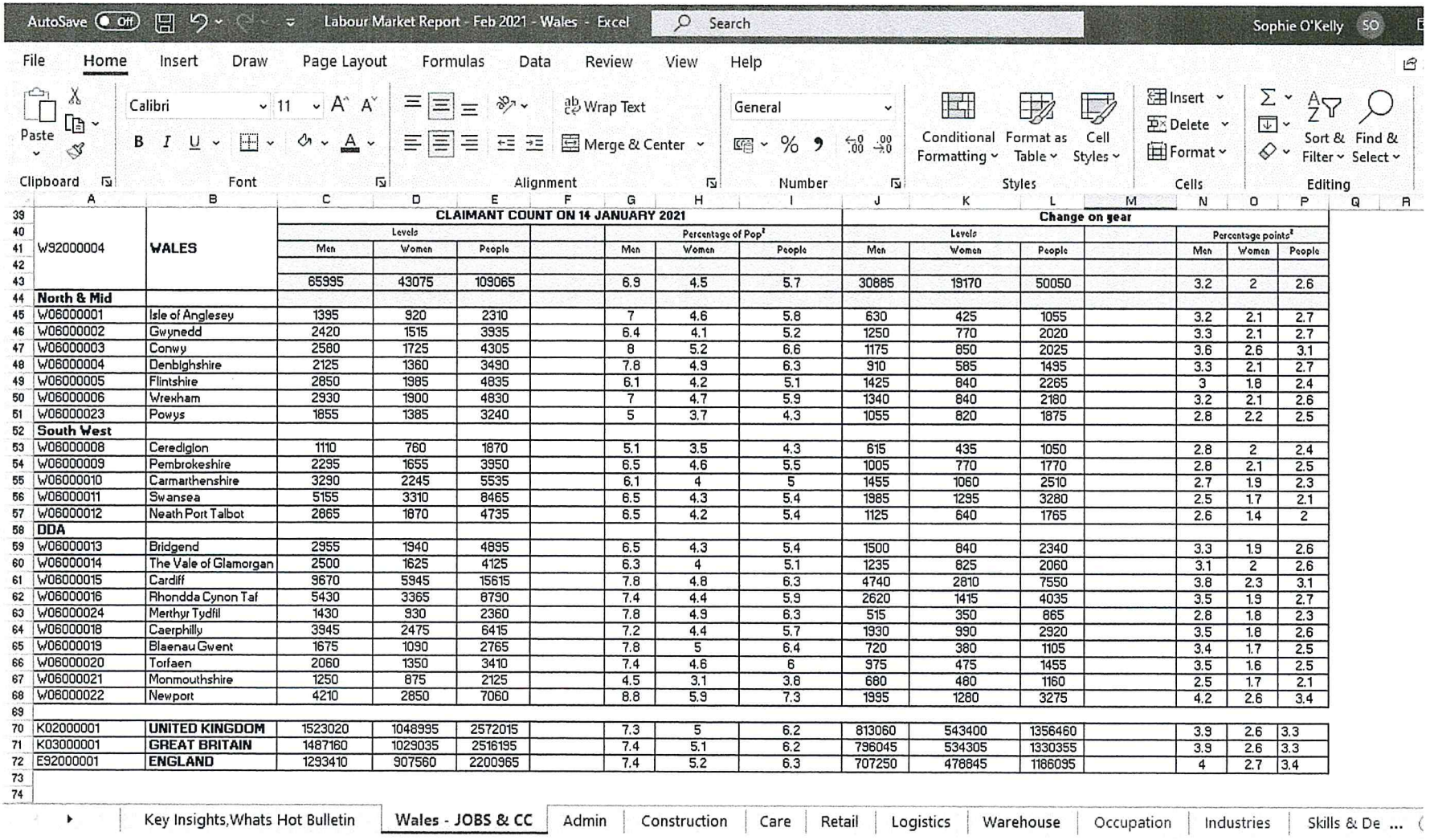
Sector	DDA	North & Mid	South & West	Total	Share
Admin	1848	970	859	3677	13.8%
Cleaning	372	333	208	913	3.4%
Construction	2111	1130	756	3997	15.1%
Customer service	750	339	226	1315	5.0%
Hospitality	366	241	236	843	3.2%
Care	4938	2956	2517	10411	39.2%
Logistics	759	478	354	1591	6.0%
Security	169	94	98	361	1.4%
Retail	943	641	486	2070	7.8%
Warehouse	650	451	270	1371	1.0%
Total	12906	7633	6010	26549	100.0%

Claimants to each Job Vacancy Ratio:

	4.5	3.5	4.1	4.1



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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
39			CLAIMANT COUNT ON 14 JANUARY 2021							Change on year								
40			Levels				Percentage of Pop[2]			Levels				Percentage points[2]				
41	W92000004	WALES	Men	Women	People		Men	Women	People	Men	Women	People		Men	Women	People		
42																		
43			65995	43075	109065		6.9	4.5	5.7	30885	19170	50050		3.2	2	2.6		
44	**North & Mid**																	
45	W06000001	Isle of Anglesey	1395	920	2310		7	4.6	5.8	630	425	1055		3.2	2.1	2.7		
46	W06000002	Gwynedd	2420	1515	3935		6.4	4.1	5.2	1250	770	2020		3.3	2.1	2.7		
47	W06000003	Conwy	2580	1725	4305		8	5.2	6.6	1175	850	2025		3.6	2.6	3.1		
48	W06000004	Denbighshire	2125	1360	3490		7.8	4.9	6.3	910	585	1495		3.3	2.1	2.7		
49	W06000005	Flintshire	2850	1985	4835		6.1	4.2	5.1	1425	840	2265		3	1.8	2.4		
50	W06000006	Wrexham	2930	1900	4830		7	4.7	5.9	1340	840	2180		3.2	2.1	2.6		
51	W06000023	Powys	1855	1385	3240		5	3.7	4.3	1055	820	1875		2.8	2.2	2.5		
52	**South West**																	
53	W06000008	Ceredigion	1110	760	1870		5.1	3.5	4.3	615	435	1050		2.8	2	2.4		
54	W06000009	Pembrokeshire	2295	1655	3950		6.5	4.6	5.5	1005	770	1770		2.8	2.1	2.5		
55	W06000010	Carmarthenshire	3290	2245	5535		6.1	4	5	1455	1060	2510		2.7	1.9	2.3		
56	W06000011	Swansea	5155	3310	8465		6.5	4.3	5.4	1985	1295	3280		2.5	1.7	2.1		
57	W06000012	Neath Port Talbot	2865	1870	4735		6.5	4.2	5.4	1125	640	1765		2.6	1.4	2		
58	**DDA**																	
59	W06000013	Bridgend	2955	1940	4895		6.5	4.3	5.4	1500	840	2340		3.3	1.9	2.6		
60	W06000014	The Vale of Glamorgan	2500	1625	4125		6.3	4	5.1	1235	825	2060		3.1	2	2.6		
61	W06000015	Cardiff	9670	5945	15615		7.8	4.8	6.3	4740	2810	7550		3.8	2.3	3.1		
62	W06000016	Rhondda Cynon Taf	5430	3365	8790		7.4	4.4	5.9	2620	1415	4035		3.5	1.9	2.7		
63	W06000024	Merthyr Tydfil	1430	930	2360		7.8	4.9	6.3	515	350	865		2.8	1.8	2.3		
64	W06000018	Caerphilly	3945	2475	6415		7.2	4.4	5.7	1930	990	2920		3.5	1.8	2.6		
65	W06000019	Blaenau Gwent	1675	1090	2765		7.8	5	6.4	720	380	1105		3.4	1.7	2.5		
66	W06000020	Torfaen	2060	1350	3410		7.4	4.6	6	975	475	1455		3.5	1.6	2.5		
67	W06000021	Monmouthshire	1250	875	2125		4.5	3.1	3.8	680	480	1160		2.5	1.7	2.1		
68	W06000022	Newport	4210	2850	7060		8.8	5.9	7.3	1995	1280	3275		4.2	2.6	3.4		
69																		
70	K02000001	**UNITED KINGDOM**	1523020	1048995	2572015		7.3	5	6.2	813060	543400	1356460		3.9	2.6	3.3		
71	K03000001	**GREAT BRITAIN**	1487160	1029035	2516195		7.4	5.1	6.2	796045	534305	1330355		3.9	2.6	3.3		
72	E92000001	**ENGLAND**	1293410	907560	2200965		7.4	5.2	6.3	707250	478845	1186095		4	2.7	3.4		
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ESD Business Update: ETE Contract



[redacted]

To: Sophie O'Kelly

Reply | Reply All | Forward | ...

Mon 11/01/2021 14:34

This message was sent with High importance.
If there are problems with how this message is displayed, click here to view it in a web browser.

I'd also like to mention, if there are any colleagues with experience of working with the probation service who are interested in working on these contracts then please let us know.

EV35

Leaning Outcome Three

Introduction

3.1

Recruitment and Selection are key activities within workforce planning (Armstrong, 2016). Attrition rates amongst Employment Advisors is a concern in Maximus. Colleagues are recruited and shortly after it becomes apparent that they aren't suitable for the role. The continuous cycle of recruitment and training, impacts on cost and performance (EV23). A robust interview process is in place however, this doesn't appear to mitigate the number of unsuitable colleagues joining the business and then leaving. As predictors of performance, evidence suggests interviews are ineffective (Taylor, 2010). It was decided to collaborate with an external organisation to develop a bespoke Situational Judgement test to enhance the interview process. The situational judgement test would provide candidates with scenarios that they may encounter within the role to assess their response (EV36). The aim was to select candidates with the right aptitude for the role and reduce attrition.

3.2

My role was Operations Project Lead (EV37). It was my responsibility to liaise with both internal and external stakeholders and ensure we were on track to achieve the deliverables within the required timeframe. Maximus' Operations Director was the Project Sponsor. Other key internal stakeholders were the Head of Resourcing, Senior HRBP and a Senior colleague from the Business Improvement Team. There was an external Business Psychologist lead that was responsible for creating the Bespoke SJT and a lead from the organisation that were designing the digital platform where candidates would access the test. We worked collaboratively to develop a plan that worked for everyone and agreed key deliverables and timelines. Within my role, I ensured the right people and resources were in place so that the project was delivered on time and to a quality standard (Mindtools, 2009).

3.3

It's important that all organisations adhere to the Equality Act 2010 and don't discriminate against anyone based on the nine protected characteristics: sexual orientation, age, sex, disability, religion or belief, race, pregnancy and maternity, gender reassignment, marriage and civil partnership (ACAS 2021) (EV38). Maximus' Recruitment policy outlines this very message (EV39).

To build the scenarios, it was important that the Business Psychologist could define the role. This took place through information gathering from colleagues to understand the role, responsibilities, and expectations (CIPD, 2020). This enabled the competencies required for the role to be defined (EV40). During recruitment, competencies can be beneficial as they reveal the organisation's ethos and values (CIPD, 2020).

During recruitment, candidate experience is important. It's not just about the employer identifying suitable candidates, it's as important that candidates are able to find out more about the role to decide if its right for them (CIPD, 2020). This was a clear aim of this activity (EV41).

3.4

Collaboratively, we followed the project plan which detailed the key deliverables, who was responsible and timescales for completion (EV42). The first deliverable was to undertake the job analysis. This involved interviewing a range of colleagues including current job holders and Line

Managers (Wilkinson and Taylor, 2016, cited in Taylor and Woodhams, 2016). It was necessary to select high performers, so I utilised performance data which was the evidence available to inform my decision (CIPD, 2021). I liaised with their mangers to assess willingness to be involved and find a suitable time slot for interview (EV43). To create the scenarios, I sent through supporting information related to activities within the role (EV44). When the scenarios were created, I liaised internally with key stakeholders and provided feedback (EV45). The next stage was to pilot these scenarios with the existing workforce and again utilised data to mitigate managerial bias (EV46). Following the pilot and agreement of the final scenarios, the project was ready to go live in a norm grouping phase with the aim of using the average assessment scores to determine thresholds for future sifting.

3.5

Psychometric testing effectively predicts performance but shouldn't be the only method used (CIPD, 2020). This was achieved as the SJT was still followed by the regular interview process, so we didn't solely rely on a systematic tool to predict performance (Jacobs, 2018).

The thorough job analysis that took place by systematically analysing the role of the Employment advisor ensures that selection is made subjectively, and no unlawful discrimination has taken place (Taylor, 2010).

Communication is vital during any project (Mindtools, 2009). Throughout, I provided regular updates to senior internal stakeholders (EV47). I ensured they were aware as to what deliverables had been achieved, what the outcomes were, what was next, along with highlighting any risks, and requesting guidance if required. All stakeholders felt that my contribution was effective and met the necessary requirements (EV48).

3.6

Mindtools (2014) describes how using Gibbs Reflective Cycle is helpful to understand what worked well and what could be improved on future projects. The results of the Norm Grouping Assessments proved that there was no significant statistical correlation between these and Maximus' hiring decisions. Internal stakeholders were understandably reluctant to use it to determine thresholds for sifting based on the assessment performance.

I was excited to lead on this project as building strategies to reduce attrition is something I am passionate about (EV49). I was slightly disappointed with the results as the ideal outcome would've been for the tool to provide confidence that the SJT affectively assesses for the right aptitude which is still unknown at this stage.

My knowledge on Situational Judgement tests prior to this project were minimal and a significant positive is that my knowledge in this area has grown extensively. Additionally, all stakeholders were especially complementary about my performance and contribution (EV48).

Moving forward, I would ensure a Predictive Validity analysis to predict performance within the role along with retention was costed into the initial study as without carrying out this additional analysis, we are still unsure if the assessment will reduce attrition. I have liaised with both external organisations to pause the additional predictive validity study for now and managed to negotiate to put our licence on hold so we could pick back up where we left off if we choose to recommence (EV50).

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OUR RECOMMENDATION – SITUATIONAL JUDGEMENT AND REASONING TEST

Based on our conversations to date, our recommendation would be to incorporate a bespoke Situational Judgement Test (SJT), with additional verbal and numerical reasoning questions, into the recruitment process for Maximus frontline staff.

Situational Judgement Tests are psychological tests which present the test taker with job-realistic scenarios and ask them to identify how they would be most and least likely to respond from a range of options (or rank order them). This type of psychological aptitude test is proven to be a valid way of assessing how people are likely to make judgements and to act in work settings.

EV37

Re: Next call

[redacted]
Mon 6/8/2020 3:06 PM
[redacted] Sophie O'Kelly <sophie.okelly@remploy.co.uk>
[redacted]

[redacted]

[redacted]

On 8 Jun 2020, at 14:58, Caroline [redacted]@maximusuk.co.uk> wrote:

Hi all,

I can do this Wednesday. I have cc'd Sophie in, who as Mike mentioned, will be my Ops lead for this, so can she be included in the invite too please.

Thanks
Caroline

From: [redacted]
Sent: 08 June 2020 14:21
To: [redacted]
Cc: [redacted]
Subject: Re: Next call

Cheers [redacted]

[redacted] can you let us know what works for you and then a meeting can be put in

Thanks
[redacted]

[redacted]

EV38

acas.org.uk/hiring-someone

Apps Bookmarks Adapt Northgate - MyView Remploy Mail - Out... Remploy_DR Suggested Sites Imported From IE The HUB | Home Maximus UK Client...

Check you're following discrimination law

When hiring, it's obviously important to find the best person for the job. But you should also check you're following the law on discrimination.

It's usually against the law to discriminate against a job applicant based on any of the following, known as 'protected characteristics':

- age
- disability
- race
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- religion or belief
- sex
- sexual orientation

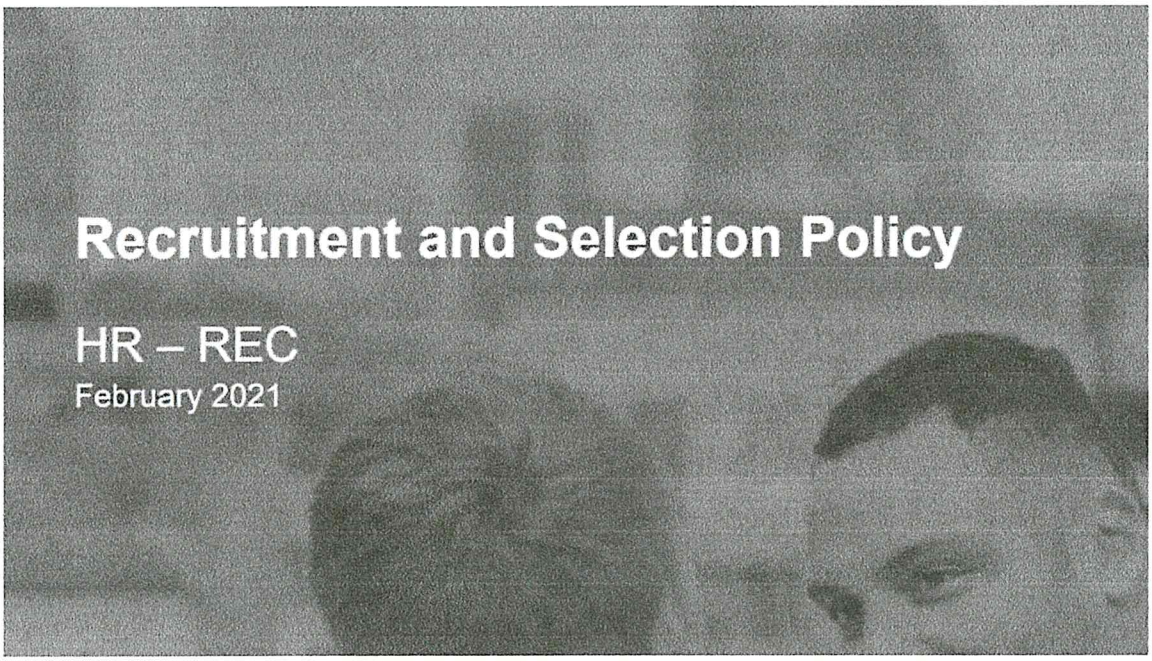
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Related content

Job application form templates

Job description templates

EV39



Recruitment and Selection Policy

HR – REC

February 2021

MAXIMUS | United Kingdom

1. Purpose

1.1 MAXIMUS UK recognises the importance of recruiting the right people into the right role for the success of the business as well as ensuring a fair and consistent recruitment process for all roles which provides all applicants with the same opportunities.

1.2 MAXIMUS UK aims to attract and retain a talented, committed and diverse workforce which positively promotes the values and mission of MAXIMUS UK and each of its companies.

4.12 Equality and Diversity

MAXIMUS UK is committed to developing, maintaining and supporting a culture of equality and diversity. This starts at the recruitment stage where all candidates are treated fairly and consistently through all stages of recruitment and selection.

MAXIMUS UK encourage applications from all sections of the community and will aim to ensure that job applicants do not receive less favourable treatment on the grounds of sex, race, marital status, disability, age, part-time or fixed term contract status, sexual orientation or religion, or are disadvantaged by conditions or requirements that cannot be shown to be justifiable.

MAXIMUS UK will also ensure that any recruitment agency that they work with on vacancies displays the same commitments to equality and diversity as MAXIMUS UK including the commitment to being disability confident.

EV40

Job Analysis Interviews with [redacted]

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Mon 7/6/2020 5:02 PM
To: [redacted]@remploy.co.uk>; [redacted]@remploy.co.uk>; [redacted]@remploy.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]@remploy.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]@remploy.co.uk>; [redacted]@remploy.co.uk>

Hi All,
Hope you're well.
You may/may not be aware that we are working with an organisation called [redacted] to further enhance our recruitment process and looking to create a Situational Judgement Test that will form part of the future process for Key Workers / Employment Advisors.
In order to inform the scenarios that will make up this test, [redacted] would like to speak to colleagues to truly understand the role and we were hoping that you would be able to support with this?
You won't need to do any preparation for it, it will be an informal process where a representative from [redacted] will contact you by Zoom or by phone to go through a number of Job Analysis questions with you.
I have detailed below some prospective interview slots:

Thursday 16th July
2.00pm - [redacted]

Monday 20th July
10.00am - [redacted]
11.30am - [redacted]
2.00pm - [redacted]

Wednesday 22nd July
10.00am - [redacted]
11.30am - [redacted]
2.00pm - [redacted]

Thursday 23rd July
10.00am - [redacted]
11.30am - [redacted]
2.00pm - [redacted]

There's only need to respond to this email if you can't attend the slot you've been allocated.

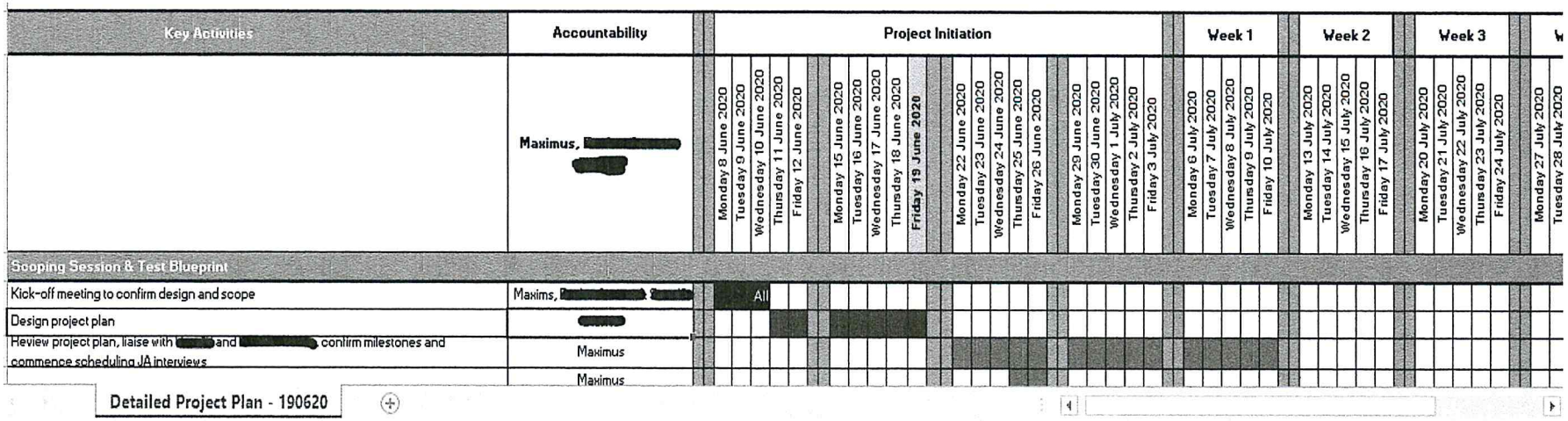
Your slot can be moved, [redacted] will be as flexible as possible so please could I ask you to let me know by **COP tomorrow (7th July)** if you want to move your slot and what alternative availability you have?
Following confirmation, [redacted] will send you the details for yor call.
Any questions, please come back to me
Many thanks for your help with this, it's much appreciated.

Regards,
Sophie

EV41

An SJT would add value to Maximus in the following ways:

- ☑ By providing applicants an insight into the scenarios they may face, it allows them to evaluate whether this is a role they feel they would be suited to and would enjoy. They can then decide whether to continue with their application. This will lead to a reduction in staff turnover, as they have a clearer understanding of the role expectations.
- ☑ The test will be grounded in thorough job analysis and will therefore be valid, legally defensible and bespoke to Maximus.



Key Activities	Accountability	Project Initiation																												Week 1					Week 2					Week 3					W	
	Maximus, [redacted]	Monday 8 June 2020	Tuesday 9 June 2020	Wednesday 10 June 2020	Thursday 11 June 2020	Friday 12 June 2020	Monday 15 June 2020	Tuesday 16 June 2020	Wednesday 17 June 2020	Thursday 18 June 2020	Friday 19 June 2020	Monday 22 June 2020	Tuesday 23 June 2020	Wednesday 24 June 2020	Thursday 25 June 2020	Friday 26 June 2020	Monday 29 June 2020	Tuesday 30 June 2020	Wednesday 1 July 2020	Thursday 2 July 2020	Friday 3 July 2020	Monday 6 July 2020	Tuesday 7 July 2020	Wednesday 8 July 2020	Thursday 9 July 2020	Friday 10 July 2020	Monday 13 July 2020	Tuesday 14 July 2020	Wednesday 15 July 2020	Thursday 16 July 2020	Friday 17 July 2020	Monday 20 July 2020	Tuesday 21 July 2020	Wednesday 22 July 2020	Thursday 23 July 2020	Friday 24 July 2020	Monday 27 July 2020	Tuesday 28 July 2020	
Scoping Session & Test Blueprint																																											
Kick-off meeting to confirm design and scope	Maxims, [redacted]	All																																								
Design project plan	[redacted]																																									
Review project plan, liaise with [redacted] and [redacted], confirm milestones and commence scheduling JA interviews	Maximus																																									
	Maximus																																									

Detailed Project Plan - 190620

EV42

EV43

Job Analysis Interviews

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Thu 7/9/2020 2:18 PM
To: [redacted]

1 attachments (12 KB)
Maximus Job Assessment Interviews.xlsx;

Hi [redacted]
Hope you're well.
As promised, please find attached details of agreed time slots for the above.
All have been made aware and are expecting an invitation.
Any questions please let me know.
Thanks
Sophie

--

Sophie O'Kelly

Performance Improvement Manager

Putting Ability First / Rhoi Gallu yn Gyntaf
Remploy Ltd

Mobile / Ffôn Symudol: 07789 171688

www.remploy.co.uk

EV44

Examples of activities/actions that could be set as part of a participant action plan

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Thu 7/23/2020 4:40 PM
To: [redacted]

1 attachments (332 KB)
WKP175 - Action Plan Exemplar - What is Excellent - V1 - 13-7-15 (1).xlsx;

Hi [redacted]
As discussed, please find an example action plan attached.
There are a lot of activities listed so as discussed earlier you may have to go through them to pick what may be appropriate for your scenario.
Hope this helps,
Thanks
Sophie

--

Sophie O'Kelly

Performance Improvement Manager

Remploy

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: 07789 171 688

sophie.okelly@remploy.co.uk

www.remploy.co.uk

EV45

Re: Verbal Skills Item Review -

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Mon 8/10/2020 5:12 PM

To:
Cc: @maximusuk.co.uk>; @maximusuk.co.uk>;
<@maximusuk.co.uk>; <@maximusuk.co.uk>;

4 attachments (322 KB)
- SJT Items - Comments.docx; - Maximus - Items - Verbal Skills SO'K comments.docx; image002.jpg; image003.jpg;

Hi
Hope you're well and had a great weekend.
We reviewed all the documents you sent through earlier and I have attached comments on the revised SJT. and I had already given some feedback and had some further comments to add so they are now also attached.
I have put a couple of comments on the Verbal Skills document, also plans to go through this and add a few additional comments. We felt on the whole this was capturing what we needed; we did feel a couple of the answers were quite difficult and possibly could be stripped back to make them slightly more obvious.
is also looking at the numerical reasoning document to see if we can adapt some of the scenarios to make it slightly more relevant to the role. Hopefully you will have this tomorrow, please do call if you need to discuss further when you receive it.
I have booked a call in with one of our District Performance Managers tomorrow to sense check what we have so far to ensure I've covered all bases in terms of feedback ahead of the pilot. I will again share any additional feedback with you following this.
Thanks again for all your efforts, have a great evening
Sophie

On Mon, 10 Aug 2020 at 13:49, wrote:

[redacted]

EV46

Fwd: Please send nominations for pilot SJT assessment to Sophie by COP Monday 27th July 2020

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Wed 7/22/2020 3:01 PM
To: Caroline[redacted]@maximusuk.co.uk>

Hi Caroline
Just a quick update to confirm that I will also be sense checking all nominations against the Mi and will challenge nominations if the data is telling a different story. [redacted] has already sent me some data for Wales and London and he has said he can also send me this for Pluss and Scotland by the end of the week. I'm on leave week commencing 3rd August so wanted to make sure I could get the bulk of the nominations to [redacted] ahead of this date.
Hope this is ok.
Thanks
Sophie

---------- Forwarded message ---------
From: **Sophie O'Kelly** <sophie.new@remploy.co.uk>
Date: Wed, 22 Jul 2020 at 14:56
Subject: Please send nominations for pilot SJT assessment to Sophie by COP Monday 27th July 2020
To: [redacted]@remploy.co.uk>, [redacted] <[redacted]@remploy.co.uk>, [redacted]@remploy.co.uk>, [redacted]<[redacted]@maximusuk.co.uk>, [redacted]<[redacted]@maximusuk.co.uk>
Cc: [redacted]@maximusuk.co.uk>, [redacted] <[redacted]@maximusuk.co.uk>

Hi all,

I hope you're well.

I may have reached out to you recently regarding the new recruitment programme we are working on in Partnership with [redacted] - thank you for the support/information you have already provided.

Following on from the job assessment interviews that [redacted] have been conducting over the past 2 weeks, we now need to start preparing for a pilot of the assessment that will form part of the future recruitment process for Employment Advisers and Key Workers.

What we need is nominations of members of your team who are currently in a Caseload Carrier role (EA/Key Worker) who can complete a pilot assessment for our recruitment programme. ***It's really important that nominations are for individuals who are at least at acceptable performance in the Caseload Carrier role but ideally 'Good to High Performers'***

(Information on where they fall in terms of performance bands need not be shared with either us or them).

EV47

[redacted] Project update

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Thu 7/23/2020 5:09 PM

To: [redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]
<[redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>

Hi all
Hope you're well.
Just a quick update to let you know the [redacted] project is progressing well.
[redacted] has almost completed her colleague interviews and has found them informative and useful in shaping the scenarios for the pilot.
The pilot is due to run for 2 weeks from the middle of August to assess if the test works. I am in the process of gathering names of Key Workers who will form part of this pilot and aim to get these confirmed by the end of next week as I am on leave the following week.
[redacted] will start sending the scenarios through for us to review as early as next week to avoid us having to review them all in one go. I know everyone is really busy but she has asked if we can review them as they get sent through and flag anything up that we feel isn't pitched at the right level; we don't feel is relevant or just anything that raises any questions, comments or concerns. This will allow [redacted] more time to make the necessary changes ahead of the pilot being implemented.
I will be sending out an invitation to a call following this email for Monday 10th August. All the questions for the pilot will be with us by first thing on this Monday. We have a short time frame to provide feedback which needs to be with [redacted] by the following day. If the call isn't convenient and you wish to change to a different time, please let me know.
Have a great evening all.
Look forward to speaking to you soon
Thanks
Sophie

--

Sophie O'Kelly

Performance Improvement Manager

Remploy

Operated by Maximus

Alexandra House,

Alexandra Road,

Swansea.

SA1 5ED

Mobile: 07789 171 688

sophie.okelly@remploy.co.uk

EV48

RE: [redacted] Project - Quick Update

Reply | Reply All | Forward | ...

[redacted]
To Sophie O'Kelly
Cc [redacted]
Fri 04/12/2020 09:59

This message was sent with High importance.

Thanks Sophie - you're doing a great job of keeping the project on track !!!

Rosemary

RE: [redacted] Project - Quick Update

Reply | Reply All | Forward | ...

[redacted]
To Sophie O'Kelly; [redacted]
Cc [redacted]
Fri 04/12/2020 09:22

This message was sent with High importance.

Thanks for the great update Sophie, and looking forward to seeing the results.

Thanks,

Ed

Re: [redacted] Project - Quick Update

Reply | Reply All | Forward | ...

[redacted]
To Sophie O'Kelly
Cc [redacted]
Fri 04/12/2020 09:10

This message was sent with High importance.

Hi Sophie

Excellent progress here and thank you for this update

Cheers

Ian [redacted]
[redacted]

EV49

Re: [redacted]

Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Thu 6/4/2020 8:22 PM

To: [redacted]@maximusuk.co.uk>
Cc: [redacted]@remploy.co.uk>

Hi [redacted]
I've had a quick scan and it does look really exciting and thank you, I would love to be involved. Will have a look in more detail over the coming days in readiness for our call.
Thanks again
Sophie

On Thu, 4 Jun 2020 at 17:46, [redacted] <[redacted]@maximusuk.co.uk> wrote:

> Hi both,
>
> I've booked us in a call for Monday so I can give you an overview of a recruitment approach I've just secured approval for. Sophie, I'd really like you to be involved and hoping you will find it quite an exciting project, also hoping it will help towards your course in some way.
>
> In prep for our call on Monday, I attach the proposal from [redacted] that we have agreed, for you both to have a read through.
>
> [redacted]
>
> Thanks
>
> [redacted]
>
> [redacted] **Operations Director (Employment)**
>
> **MAXIMUS UK**
>
> [redacted]
>
> [redacted]

[redacted]

EV50

RE: Pausing of licence

[redacted]@maximusuk.co.uk>

Fri 2/19/2021 10:13 AM

To: Sophie O'Kelly <sophie.okelly@remploy.co.uk>
Cc: [redacted]@remploy.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]
[redacted]@remploy.co.uk>; [redacted]@maximusuk.co.uk>

Hi Sophie,

Yes thanks you have done a great job !!!

Thank you
Rosemary

From: [redacted]@remploy.co.uk>
Sent: 19 February 2021 09:17
To: Sophie O'Kelly <sophie.new@remploy.co.uk>
Cc: [redacted]@maximusuk.co.uk>; [redacted]
[redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]
[redacted]@remploy.co.uk>
Subject: Re: Pausing of licence

Thanks for all your great work on this Sophie

Have a great weekend ahead

Cheers Ian

On Fri, 19 Feb 2021 at 09:13, Sophie O'Kelly <sophie.new@remploy.co.uk> wrote:

> [redacted]
>
> On Thu, 18 Feb 2021 at 18:09, [redacted] wrote:
>
> > [redacted]
> >
> > **From:** [redacted]@remploy.co.uk>
> > **Sent:** 18 February 2021 17:22
> > **To:** Sophie O'Kelly <sophie.new@remploy.co.uk>
> > [redacted]@maximusuk.co.uk>; [redacted]
> > [redacted]@maximusuk.co.uk>; [redacted]@maximusuk.co.uk>; [redacted]
> > [redacted]@remploy.co.uk>
> > **Subject:** Re: Pausing of licence