

Recruitment and Talent management

Sarah Cosker - On the job training tasks

Task 1

Total word count: 566

I have worked at Tai Tarian housing association since 2017 and within that time there does not appear to be much change in succession planning within the organisation. There is no formal process in place, but I am aware that it does go on, especially at a higher senior management level. Within the performance management system (Taylor, 2014) there is a management tool to use, called the “12 grid – career management framework”, it is a matrix which gives managers a foundation for feedback, and a tool to check your observations/ratings to ensure fairness and objectivity. This can identify if a person is achieving “above and beyond their role” and is suitable to progress but even though this is identified there is nothing to follow this up. After speaking with managers across the organisation there seemed to be some common opinions – it could be perceived that progression and promotion is given based on if you are “liked” by certain influential members of the Senior Management Team, which is causing frustration and low moral to breed within the organisation.

Tai Tarian recently delivered its latest corporate plan which focuses on Sustainable Homes; Sustainable Communities; and Sustainable Planet. The plan was delivered by the Chief Executive of the organisation and there was a clear link missing – the people plan, which also caused frustration amongst staff. Considering that there is informal succession planning taking place this could have been an ideal time to put a formal process in place to try to elevate some of the low moral caused by the appearance that this is done on a if you are “liked” basis.

Tai Tarian recruits on a “as and when needed basis” and is generally portrayed by managers to be an urgent task. This is the case regardless of the situation – so if someone has handed their notice in or if it has been known that there will be a need for recruitment in the future. This can be frustrating for the HR team and the managers, the process can take longer than a manager has considered, but if HR had been informed straight away the team could plan and get things moving quickly. This also effects the advertisement of roles – particularly in relation to promoting the roles on social media. If HR were notified sooner, then we could be able to run a recruitment campaign with more detail and thought to attract talent to the organisation.

Recent expectations set by the Welsh Government for Housing Associations is to provide eco-friendly homes and become Carbon Neutral by 2030 as an organisation. To deliver this the organisation has recently created several projects and is currently going through a lot of restructuring at higher level roles and plan to hire for new roles to support this going forward. Even though this planning has taken place at the Senior Management team level for a few months, there has been no information passed to HR to prepare, and now is considered an urgent task. being involved in this could have ensured that more time and effort was available to put into recruitment campaigns and attracting the best talent.

The HR team have been working closely with managers to encourage a people planning thought process, this is through one-to-one catch ups that HR have to discuss the teams with their managers, along with during recruitment planning meetings. The HR team now discuss frequently with managers, what skills they have, need, and will need in the future within their teams. This is the main thing that has changed since I started working within the organisation – managers are now considering the bigger picture of succession and talent planning.

Task 2

Total word count: 550

Recent Exit interview data and Analytics of the workforce have showed that Tai Tarian has an aging workforce, and the largest percentage of leavers comes from those retiring – which is something that many organisations are facing due to the retiring of the age group of those born between 1946-1964, referred to as the “baby boomers”

(CIPD,2018). This is revealing that the organisation does not have enough persons available to fill the gap left by these persons – with certain departments being affected more than others. These tend to be within our harder to fill roles such as trades like Electricians, Plumbers and Building Surveyors. It has been highlighted that these roles within Tai Tarian cannot compete with the salaries other organisations can provide. Previously, employees had attractive benefits such as access to the Local Government Pension Scheme and 31 days annual leave per year, since 2016 the organisation no longer offers this. The pension scheme now offered is significantly less beneficial with less than a quarter of the contributions being made in comparison to the LGPS , along with only 25 days being offered for yearly annual leave entitlements. It seems that the past year and the effects of covid have exasperated this situation in one way or another . Those employees nearing retirement age or at retirement age have chosen to retire – whereas prior to the pandemic, we found that employees would choose to stay on with the organisation past retirement age. Also, construction appears to be the most un-effected sector (ONS.gov.uk), with demand increasing for these roles - in turn competition has grown and the salary gap is becoming increasingly evident .

Recent Exit interview data shows that the organisation is losing talent due to pay and benefits and lack of promotion opportunities. The talent loss due to pay and benefits is being highlighted by various managers and the Senior Management Team informed, but, nothing has changed, and Cappelli (2015) states *“businesses may very well wait for labour to become scarce again before looking to HR for meaningful support”*. This is evident through our recent recruitment , showing that the organisation will continue to struggle unless a plan is put in place. But the lack of promotion opportunities highlighted from the leavers exit interview data suggests that the organisation is missing something and losing talent as it is not being recognised, internal promotion potentially should be highlighted and is something that I am going to highlight to the HR team so we can discuss this within the recruitment planning meetings with managers. Tai Tarian offer financial support with training and study – this could be highlighted - in that potentially it may cost less to support an internal colleague to upskill than the cost of a new hire – who also will not know how the organisation works like an internal colleague. This could be part of a retention strategy going forward – reviewing and highlighting what the organisation can offer, in relation to study support and then promoting upskilling of current employees for potential succession planning.

To give an organisation the best chance at attracting and retaining talent it should aim to be an “employer of choice” (www.coachmentoring.co.uk,2020), unfortunately Tai Tarian are not in a position to be this – although throughout the pandemic the organisation were able to top up the salaries of those on furlough to full pay , not make any redundancies and continue to recruit – showing job security so could be considered as an “employer of Values” - cannot pay well but awards employees with job security (Higgs,2004).

Task 3

Total Word count: 316

I discussed my development needs in relations to resourcing and talent management with my manager. I concluded that within my role I am currently performing above and beyond by undertaking all recruitment planning activities at Tai Tarian - advising managers on best practice and making suggestions to overcome our harder to fill roles. Promoting succession planning, even though there is no formal process in place, but encouraging managers to think recruitment process.

Although, I do have limitations on improvements I would like to make or look at within my role, and I have highlighted these with my line manager. For example , our role profiles are devised by, along with benchmarking of our roles, the training manager, on looking at out harder to fill roles they appear to be paying below our competitors , making certain roles hard to fill. In relation to the role profiles , they are vague and do not provide specifics in relation to the roles, there is a role profile which covers a range of trade disciplines – including the role of Plumber, Bricklayer, Carpenter, Painter, and Electrician, I think this is inappropriate and each role should have its own profile. My line manager is now going to discuss these tasks sitting under HR to manage , this will then give me the experience to upskill in these areas going forward and hopefully improve the role profiles going forward. I hope to potentially devise a suitable business case to put forward to SMT in relation to certain roles paying below the average and in relation to our competitors depending on my findings from benchmarking these roles, which is putting the organisation at a disadvantage, something that is only going to get worse if left as it is and not

researched to potentially find a resolve.

of the bigger picture, changing mindsets going forward and thinking of the candidate experience throughout any

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