

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change (5AMOC)

Word Count

LO1 – 850

LO2 – 742

LO3 - 778

Student Name: Lucy Moriarty

Student Number: 2014451

CIPD Membership Number: 5749316X

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: Lucy Moriarty

Date: 17.01.2022

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Candidate name: Lucy Moriarty				CIPD Membership/registration No.: 5749316X		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit Code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change	1.1	Meeting Invite	EV.1.1		
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5AMOC	Contributing to the Management of Change	1.2	Meeting Invite – Introduction to External Recruitment Team	EV.1.6		
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5AMOC	Contributing to the Management of Change	2.2	Email to Heads of Regions for Service Profiles Information	EV.2.3		
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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:**Lucy Moriarty****Date:****17.01.2022**

Learning Outcome 1

According to (CIPD, 2021), it is important for Organisations to implement and manage change effectively in order to achieve organisational objectives. Within my Organisation, there have been several changes within the HR department, particularly within the last 18 months. One of the most recent considerable changes was the introduction of a recruitment team, which consisted of a recruitment manager and a recruitment co-ordinator. Prior to the introduction of a recruitment team, recruitment processes from advertising to onboarding were the responsibility of the HR Team. However, due to the current pandemic many sectors have seen a rise in resignations, especially in health and social care. My organisation is a national company with care services located across England and Wales. Due to the recent introduction of mandatory vaccinations for frontline health and social care staff in England, this has had a major impact on the recruiting and retaining of social care staff. The organisation is currently facing overwhelming vacancies because of this and so unfortunately after 2 months, the newly appointed recruitment team decided to step down from their roles. On reflection, it was identified that the recruitment team had been too small to contend with the number of vacancies and queries that they were facing on a daily basis.

With the departure of the recruitment team and a recent restructure within the HR department, which saw the department downsize from a team of 9 to a team of 5, it was identified that HR did not have the capacity to facilitate the organisation's recruitment processes on a full-time basis. As a result of this, a meeting was arranged to discuss the potential outsourcing of recruitment to an external company (EV.1.1). It was discussed that outsourcing the recruitment processes would be beneficial to the organisation by having access to a bigger talent pool. The newly appointed Head of HR had worked with an external recruitment company in his previous employment, and so informed us that a business case had been completed and shared with the Executive Leadership Team for them to agree and sign off. Once the business case was agreed by the Executive Leadership Team, a meeting was arranged with the external recruitment team by the Head of HR to formulate a plan and timeline. (EV.1.2 & EV. 1.3). The plan and timeline were then shared with the Director of People and Engagement (EV. 1.4) to ensure that she was in agreement, prior to this being communicated with the rest of the HR team and identified stakeholders.

There have been many changes within the HR team which have affected the recruitment processes for the organisation, this has caused the operations team to lose trust and strain relationships between operations and HR. As a result of this, I met with the Head of HR to identify who would need to be involved with the implementation of the external recruitment team (EV 1.5). It was imperative that the required people were identified from the outset to reassure and start to rebuild relationships. The organisation is split into four regions which consist of North, South, Central and Wales, with service covering Residential and Supported Living Houses. Each region is managed by a Head of Region, followed by Operations Managers, Deputy and Locality Managers. It was decided that the Head of each region would be responsible for collating information from their regions and cascading important information down to their managers. As a result of this, it was determined that the Heads of Regions would need to be kept informed of key information on a regular basis. It was imperative to ensure that they were all included in communications in order to support the collating of the required information. I was asked to take the lead from the HR teams' perspective and was asked to relay information to the HR Business Partners of the change going forward. The Head of HR and I also discussed and devised a plan to ensure that the change was implemented smoothly. It was decided that the external recruitment team would be responsible for the process from advertising to onboarding and HR would facilitate the employment contract and arrange the

induction process with the appropriate manager. It was important to ensure that the change was controlled and managed accordingly to provide reassurance to the stakeholders on account of all of the recent changes. Change within any organisation can cause uncertainty and stress for all involved. (Hamlin and Davies, 2001) states that “any change creates stress and anxiety; this is because as human beings we deal individually with uncertainty in different ways (Hamlin and Davies, cited in Armstrong and Taylor, 2020).

A meeting was arranged between the external recruitment team, the heads of regions, the head of HR and myself as a HR representative to introduce the plan going forward (EV.1.6 & EV.1.7). It enabled the operations side to see how outsourcing the recruitment processes to an external company would benefit the organisation in the long run. Written communication was also devised by the external recruitment company to be shared with Locality and Deputy Managers (EV. 1.8), along with details of the new recruitment process (EV. 1.9) to provide a better understanding of the new practices.

References

George, S., 2021. *Change Management | Factsheets | CIPD*. [online] CIPD. Available at: <<https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>> [Accessed 2 January 2022].

Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Practice Management*. 15th ed. London: Kogan Page, p.691.

EV.1.1

The screenshot shows a Microsoft Teams meeting invitation window. The title bar reads 'Recruitment re group - Meeting'. The ribbon includes 'File', 'Meeting', 'Scheduling Assistant', 'Tracking', 'Insert', 'Format Text', 'Review', and 'Help'. The 'Meeting' tab is active, showing options like 'Join Teams Meeting', status indicators (checkmark, question mark, X), a clock icon, an envelope icon, a 'Busy' status dropdown, a 'None' notification dropdown, and a 'Tell me what you want to do' search bar. Below the ribbon, a status bar indicates 'Accepted on 21/10/2021 15:56.'.

Recruitment re group

Organizer: [Redacted] Sent: Thu 21/10/2021 15:54

Time: 22 October 2021 09:00-10:00

Location: [Microsoft Teams Meeting](#)

Response: ☒ Accepted [Change Response](#)

To discuss the potential outsourcing of recruitment processes.

Microsoft Teams meeting

Join on your computer or mobile app
[Click here to join the meeting](#)

[Redacted]

EV. 1.2

 Cc  Lucy Moriarty

Hi Liz,

Lucy and I had a good first meeting with Mandy Lowe and Dave Beesley who are heading up the transition project to Cohesion. They will share with us the plan so we can ensure we are on target.

Highlights

- We are working to having all our vacancies live on their website and various other media platforms for December 13th.
- Lucy will send them a full list of all our services that sit within each region along with the contact details of the heads of and the O&DM's.
- We will start to think about introduction meetings for the regions so they can attend and introduce themselves and share with us wording on what Cohesion does in terms of recruitment so everyone is aware.
- I will share statistics on turnover for the last 6 months so they have an understanding of some detail.
- I have shared with them our current agency spend YTD.
- We will send them our compliance paperwork and requirements and have agreed to look at a much simpler way for candidates to initially apply to Walsingham.
- We will share with them the hourly rates by region along with our current benefits package that we offer.
- We will share our current application form.

A good starter for ten and I will share the plan when that comes through, but we will start working and collating the list above from our end.

Thanks

Trevor.

Trevor 
Head of HR

EV. 1.3

w/c 15th Nov	w/c 22nd Nov	w/c 29th Nov	w/c 6th Dec	w/c 13th Dec	w/c 20th Dec	w/c 27th Dec	w/c 3rd Jan	w/c 10th Jan	w/c 17th Jan
Implementation planning call									
Implementation & system build									
		Intro to business - email comms	<i>TBC Intro to business - presentation</i>						
				Go Live					
				Attraction					
							Screening & telephone interviews		
							Weekly calls to discuss progress		
								Face-to-face interviews	

EV 1.4

 Cc    Lucy Moriarty

Thank you for this update and as we spoke about this morning a good opportunity to review our contract as well please – with the obvious insertion of a vaccination clause and a timely opportunity to review content and in particular take a look at the working around sickness entitlements.

Thanks

Liz

Liz 
Director of People & Engagement

EV. 1.5

Stakeholder Mapping Worksheet

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Recruiting Managers	High	High	Key Players
Head of Regions	High	Low	Keep Satisfied
HR Team	High	High	Key Players
Operations & Development Managers	Low	High	Keep Informed

EV. 1.6

Introduction to cohesion

Organizer	 Trevor [REDACTED]
Time	08 December 2021 10:00-11:00
Location	Team meeting
Response	 Accepted Change Response

If anyone from your team that you wish to attend please forward the invite.

Thanks

Trevor.

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

EV.1.7

Introduction to Cohesion

 Trevor [redacted]
To: [redacted] [redacted] [redacted] [redacted]
Cc:  Lucy Moriarty

 Follow up. Completed on 08 December 2021.

 Introduction to Cohesion - Walsingham.docx
86 KB

 Reply  Reply All  Forward 

Fri 03/12/2021 13:35

Good afternoon all,

I hope you have all had a good week.

Please see the attached introduction to Cohesion our recruitment partners. They have also given two dates for next week in order for those involved with recruitment within our services to attend a teams meeting for a face to face introduction. This is also an opportunity for you to ask any questions to fully understand the process moving forward.

The dates and times I will send in an invite. We have next Wednesday morning and Thursday afternoon for an hour.

They will also go through some pre work that we will need to do in order to support the transition. Would you therefore please commit to some team members in joining the transition work force.

Lucy M will send out some information on what is required.

Any questions please do come back to me.

Thanks

Trevor.

Trevor [redacted]
Head of HR

EV.1.8**Introduction to Cohesion**

Cohesion is a leading provider of workforce and recruitment services to the social care sector and has been selected to support Walsingham Support in providing a dedicated recruitment delivery team to support with the recruitment of Support Workers.

The team of expert recruiters at Cohesion will support to assess and manage candidate applications in a timely manner and identify the best talent for Walsingham Support.

What does this mean for you?

Prior to going live with the service, Cohesion will complete a consultation call with you to discuss the vacancy requirements. They will agree the skills and qualities you need candidates to demonstrate.

As part of the process, Cohesion will screen and assess candidates, presenting you with the very best candidates available at interview. Post interview Cohesion will manage the compliance checks including referencing and DBS checks. This allows you to focus on appointing the best person for the job in the quickest and easiest way.

At every step, candidates are supported by Cohesion. From good luck texts prior to interview to providing post-interview feedback, Cohesion commits to making each candidate's experience one that positively reflects our brand and company ethos. The service is fully branded as Walsingham Support.

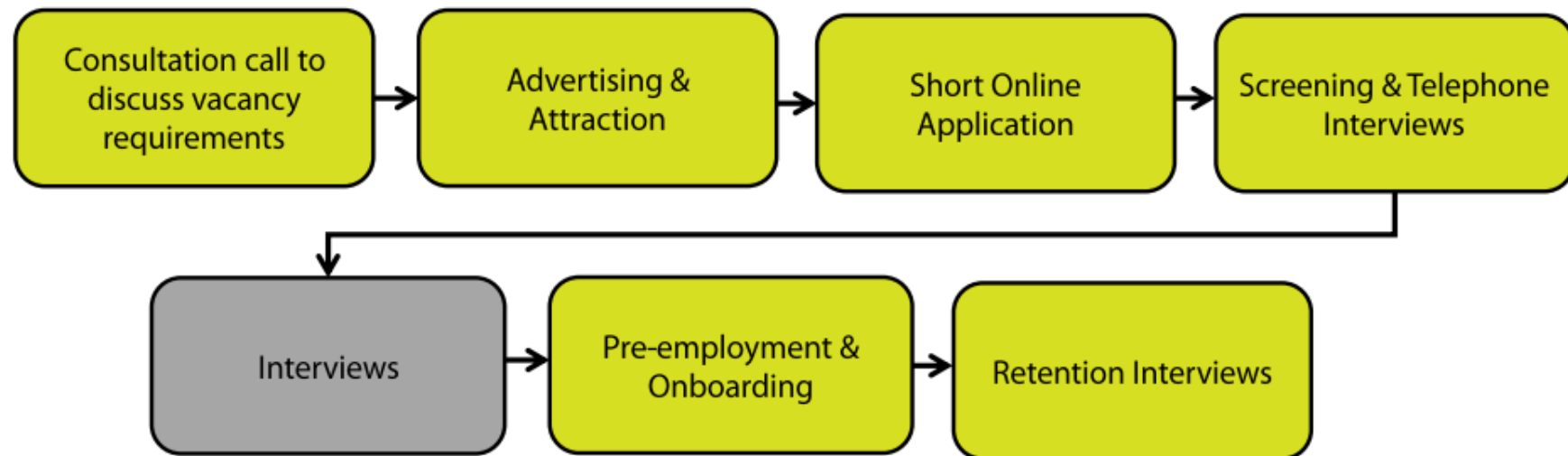
For the partnership to be successful, we need you to engage with Cohesion, ensure you advise them of interview dates in a timely manner, and give feedback within the agreed timeframes. This will ensure that Walsingham Support are hiring the best candidates in a very competitive market.

YOUR PEOPLE BUSINESS

EV. 1.9



Recruitment Process



 Cohesion

Learning Outcome 2

In order to move the process forward, I was asked to take a lead on organising the resources to share with the external recruitment team. I collated and shared all internal interview paperwork, regional management structures, service profiles, regional contact lists, and vacancies for each service in each region (EV. 2.1). From this information, the external recruitment team then arranged telephone consultations with each Locality and Deputy Managers to discuss their vacancies and requirements to gain an understanding of the specific information and wording that was needed in each advert. It was decided during the initial planning stage, that job adverts would be service-specific in order to provide potential candidates with a better understanding of what will be required of them and what care and support is needed within each particular service. By the recruitment team holding telephone consultations with Locality and Deputy Managers this would guarantee buy-in and commitment from all. The Locality and Deputy Managers are on the frontline when it comes to recruitment and are often covering shifts due to being short-staffed within their services, therefore, this can have a detrimental effect on their home/life balance which will lead to them being burnt out. As identified by (Nilsen et al., 2020), changes within healthcare are likely to be successful when healthcare professionals are a part of the change process and can influence it. By being prepared for it they are able to recognise the value it will bring, especially when they perceive how the change will be of an advantage to the patients/clients.

To ensure that managers were being supported, I sent follow-up emails to query whether they had received phone consultations and to ascertain whether they felt that they were being supported effectively with the transition (EV.2.2). As there was a tight turnaround with the proposed adverts going live, it was crucial at this point that the required information was being received from the Managers to have their adverts shared by the deadline of 13th December. To ensure a smooth process and because of the tight deadline, I contacted all four Heads of Regions myself to collate their vacancies to ensure that their adverts would be shared by the promised date of 13th December (EV.2.3). It was imperative that we met the “go live” date to provide reassurance to the stakeholders that the process was on track. During the implementation period, I was asked to act as a mediator between both parties, whilst relationships were being established, not only to provide assistance but to also provide regular updates and to guarantee that both parties were cooperating effectively with the transition, in order to avoid any delays.

The first major success of the change process was that the deadline for the adverts going live on the week commencing 13th December was met on time and the consensus of all involved was that they were happy with the progress being made so far. However, there were concerns raised by some senior managers about the lack of adverts being displayed on the organisational website. Some of the managers identified that this may be a problem if potential candidates were to discover the organisational website and not find any vacancies in which they could apply. I relayed the managers concerns to the external recruitment team and explained that to ensure that the transition was a success we needed to have as much exposure as possible. As a result of this, the external recruitment team is now looking

to have their website linked with the organisations, so that vacancies can be accessed from both platforms.

The change is still relatively quite new with no major adaptations being identified at this point. However, weekly meetings have now been introduced, they will be held between the stakeholders and the newly implemented external recruitment team (EV.2.4 & EV.2.5). The meeting will be held every Thursday (EV.2.6) and will allow for both parties to discuss any issues that they may have going forward, during this meeting the effectiveness of the implementation will also be monitored. HR will also monitor the quality of the recruitment files that are being sent through from the external recruitment team. All paperwork must be completed appropriately and sent to the HR team to review and sign off before the candidate can be provided with a start date. Recruitment files are regulated and audited by the Care Inspectorate Wales and so it is imperative that all paperwork is completed to a high standard.

References

Armstrong, M., 2009. *Armstrong's handbook of human resource management practice*. 11th ed. London: Kogan Page, p.120.

EV 2.1

Walsingham Support Documents



Lucy Moriarty
To: [Redacted]
Cc: Trevor [Redacted]

 This message was sent with High importance.

 Documents for Cohesion (2).zip
26 MB

Reply

Reply All

Forward

...

Thu 02/12/2021 15:06

Hi Both,

I hope you are both well.

Apologies for the delay in getting the attached documents to you, it has been a bit of a hectic week.

Please find attached documents as requested.

I have added interview questions to the folder but across the 4 different regions they use their own interview questions, so I am not sure whether you would like me to request copies of these or if you will be using your own?

If there is anything that I have missed, please don't hesitate to contact me.

Cofion Cynnes/Kind Regards,

Lucy Moriarty
Cynorthwyydd AD - Cymru/HR Assistant - Wales

EV.2.2

From: Lucy Moriarty
Sent: 06 December 2021 10:31
To: Amy [redacted] <amy.funn@welshingham.com>
Cc: Rose [redacted] <rose.funn@welshingham.com>
Subject: RE: [redacted] Grove - Vacancies

Hi Amy,

I hope you are well

As you may know we are in the process of outsourcing our recruitment processes to a company called Cohesion. A member of their team will be in contact you within the next week to build a profile of your service to include in the job adverts for your vacancies.

Please let me know if you haven't heard from them by Friday 10th December and I will chase this for you.

Please don't hesitate to contact me if you have any queries or questions about the transition to Cohesion.

Cofion Cynnes/Kind Regards,

Lucy Moriarty
Cynorthwydd AD/ HR Assistant

EV.2.3

From: Lucy Moriarty <lucy.moriarty@walsingham.com>
Sent: 06 December 2021 11:23
To: [REDACTED] <[\[REDACTED\]@walsingham.com](mailto:[REDACTED]@walsingham.com)>; Lucy Thomas <lucythomas@walsingham.com>; [REDACTED] <[\[REDACTED\]@walsingham.com](mailto:[REDACTED]@walsingham.com)>; [REDACTED] <[\[REDACTED\]@walsingham.com](mailto:[REDACTED]@walsingham.com)>; [REDACTED] <[\[REDACTED\]@walsingham.com](mailto:[REDACTED]@walsingham.com)>
Cc: [REDACTED] <[\[REDACTED\]@walsingham.com](mailto:[REDACTED]@walsingham.com)>
Subject: Overview on Services - Job Adverts post
Importance: High

Hello All ,

I hope you are well.

Due to our imminent move to Cohesion, I am wondering if you could please provide me with your most up-to-date service profiles? Information from your service profiles will be used in the service specific adverts to enable applicants to have a better understanding of the support that is provided. I am aware that telephone consultations are in the process of being arranged with Locality and Deputy Managers by Cohesion but thought we could have a head start by sending across the service profiles to them.

Please could I have these no later than EOD on the 8th December.

Please don't hesitate to contact me if you have any questions.

Kind regards,

Lucy

EV.2.4

From: [REDACTED] <[REDACTED]@walsingham.com>

Sent: 04 January 2022 17:32

To: [REDACTED] <[REDACTED]@walsingham.com>; Mandy [REDACTED] <[REDACTED]@walsingham.com>

Cc: [REDACTED] <[REDACTED]@walsingham.com>; Lucy Moriarty <[REDACTED]@walsingham.com>; [REDACTED] <[REDACTED]@walsingham.com>; [REDACTED] <[REDACTED]@walsingham.com>; [REDACTED] <[REDACTED]@walsingham.com>; [REDACTED] <[REDACTED]@walsingham.com>

Subject: Cohesion Weekly Update Meetings

Hi Dave and Mandy

Great to see you this morning and to catch up on progress against the implementation plan.

Sounds like we are moving at pace in the right direction to get all posts advertised and fabulous to hear that there have been 100 interested applicants to date; look forward to seeing how that translates into interviews then offers etc.

We spoke this morning about a weekly call to update on progress and check in – I have copied in those who we would like to attend from our team.

Would you like to propose a couple of options for meetings in the week and we can see how that shakes down with calendars? Attendance might be a bit hit and miss to start with but I am sure we will soon get into sync.

Looking forward to working with the Cohesion team

Liz

EV. 2.5

RE: Cohesion Weekly Update Meetings



Dave [REDACTED] <dave.bagley@cohesionrecruitment.com>

To Liz [REDACTED] [REDACTED]

Cc [REDACTED]; Lucy Moriarty; [REDACTED]; [REDACTED]; [REDACTED]

Hi Liz

Thanks for following up on our call yesterday, and likewise we're really looking forward to working with you all.

We've looked at the diaries for a weekly call and wanted to propose Wednesdays at 3 or 4 pm, or Thursdays at 12 pm or 2 pm.

Please do let us know if any of these options would work.

Many thanks

Dave

Dave [REDACTED] | Talent Director

EV.2.6

Cohesion & Support Weekly Recruitment Meeting

Organizer  Liz B.

Sent Wed 05/01/2022 15:51

Time 20 January 2022 14:00-14:30

Location [Microsoft Teams Meeting](#)

Response  Accepted [Change Response](#)

Hi all – please attend this meeting on a regular basis and by exception ask someone to attend and represent your region if you are unable to attend

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Learning Outcome 3

As the recruitment process has only recently been outsourced, we are unable at this point in the process to measure the overall success of the transition. However, feedback received from the stakeholders so far, in recent meetings, has been encouraging and valuable to securing the success of the overall change. Most of the stakeholders have expressed that they have found the implementation process to be straightforward and uncomplicated. Communication between both the external recruitment team and the organisation has been consistent and any requested information has been shared swiftly. As aforementioned, weekly meetings have been introduced between both the external team and stakeholders to enable both parties to provide regular updates and to express any concerns that they may have. The first update meeting recently took place, prior to the meeting a recruitment report (EV. 3.1) was shared by the external recruitment team to all stakeholders, and it was discussed during the meeting. The report contained current recruitment information for each region and services, it was recognised that within only 3 weeks of the adverts going live externally, 84 applications had already been received, 71 of which had reached the telephone interview stage. This reinforced to all involved that the change was needed and reassured senior management that the decision to outsource recruitment had been beneficial for the organisation.

Going forward, it was discussed within the weekly meeting about linking both websites together, to enable further exposure to the current vacancies. Due to the change still being in its early stages, further work is anticipated, however, at this stage all deadlines have been met and the plan has been followed closely. To ensure that the new process is understood and accepted by all employees, the workflow process that was initially shared with the stakeholders, will be uploaded to the internal quality and compliance system (EV.3.2). This is so that all employees can familiarise themselves with the process and will be able to refer to it when needed. By ensuring that all employees are onboard and are aware of the new process will help to embed the change properly. As stated by (Armstrong, 2009) employees are more likely to embrace and be fully committed to change when they are involved from the initial development stages. Employee participation is heightened when they are kept informed of how the process is developing and especially if they can see how their involvement has had an impact. Due to the recruitment process being streamlined and completed by a dedicated team, it may encourage current employees to refer ideal candidates due to the shorter recruiting time. In the past we have had applicants withdraw due to the length of time that it has taken from interview to onboarding, this is due to not having a dedicated team to focus on recruitment.

So far, outcomes have been communicated to stakeholders through emails, reports and the newly introduced weekly update meeting (EV3.3). Stakeholders have been kept informed throughout the transition and have been able to contribute towards the new process which has guaranteed commitment from all involved. As stated by (Collazo, 2020) communication is vital in ensuring that everyone is on the same page, it helps to provide an understanding of what you are working towards and is a fundamental part of the process. The change has had a considerable impact on recruitment figures so far, which has seen a significant rise in the number of applicants. Due to the success so far, this has enabled the HR team to regain the trust of not only the management teams but the Operations and Development Teams as a whole.

I have been with my Organisation for the past 12 years and within that time I have been involved with the recruitment process from an operations perspective and most recently by being in the HR team. During this time, I have become aware of how difficult it is to recruit support staff, especially

within the past 2 years due to the pandemic. With no dedicated recruitment team in post and the decline in people applying for care worker roles due to current times, has had a detrimental effect. During the transition to the external team, I attended all introduction meetings with the heads of regions, as the HR representative, to ease any fears that they may have with the idea of a new process. I was asked to take a lead on collating all information that was needed to be put in place and I was the first point of contact for both stakeholders and the external recruitment team. Whilst the transition was taking place, I took the lead in arranging all candidates coming through recruitment for all 4 regions and made sure that they were all onboarded prior to the external recruitment team taking over. Going forward, I have been asked by the Director of People and Engagement to continue to lead on the new process and be the first point of contact for any queries that may arise (EV 3.4).

References

Collazo, J., 2020. *Council Post: The Importance Of Communication When There Is Change In A Company*. [online] Forbes. Available at: <<https://www.forbes.com/sites/forbesbusinesscouncil/2020/08/03/the-importance-of-communication-when-there-is-change-in-a-company/?sh=23d00d58739e>> [Accessed 5 January 2022].

EV. 3.1

Weekly Recruitment Tracker 13/01



Walsingham <walsingham@colchesterrecruitment.com>

To: Liz [redacted], Dave [redacted], [redacted], [redacted], [redacted], Lucy Moriarty, [redacted], [redacted], [redacted], [redacted], [redacted], [redacted], [redacted], [redacted], [redacted]

 Follow up. Start by 13 January 2022. Due by 13 January 2022.Walsingham Weekly Recruitment Report 13-01.xlsx
28 KB

Hi All,

I hope you are well.

Please find attached the weekly recruitment tracker ahead of our call today.

Thank you

Lottie

Lottie [redacted] | Recruiter

EV.3.1

Job Title	Job Ref	Apps	Status	No of vacant hours	No of active applications	Currently at telephone interview	Currently at face to face interview	Ready for face to face interview	Offered	Started
Support Worker	249/2021	4	Live	152	4	4				
Support Worker	251/2021	3	Live	420	1	1				
Support Worker	261/2021	4	Live	159	3	2				
Support Worker	248/2021	13	Live	150	7	6			1	
Locality Manager	269/2022	0	Live	0						
Locality Manager	268/2022	0	Live	0						
Support Worker	252/2021	5	Live	135	2					
Support Worker	254/2021	14	Live	164	6	4		2		
Support Worker	263/2022	1	Live	20	1		1			
Support Worker	262/2022	1	Live	39	1					
Support Worker	253/2021	2	Live	225						
Support Worker	262/2021	0	Live	179						
Female Support Worker	266/2022	1	Live	158	1	1				
Support Worker	255/2021	18	Live	525	12	11				
Support Worker	247/2021	52	Live	217	32	29	1		1	
Support Worker	267/2022	1	Live	262						
Support Worker	258/2021	2	Live	225						
Support Worker	265/2022	1	Live	105	1	1				
Support Worker	257/2021	5	Live	225	3	2	1			
Support Worker	256/2021	5	Live	139	4	4				
Support Worker	264/2022	0	Live	47						
Support Worker	250/2021	0	Live	300						
Support Worker	260/2021	5	Live	113	5	5				
Support Worker	259/2021	1	Live	62	1	1				
				4021	84	71	3	2	2	0

EV.3.2



From: Lucy Moriarty

Sent: 13 January 2022 16:57

To: Dave [redacted] <[redacted]@walsingham.com>

Subject: Cohesion Recruitment Process Flow Chart

Hi Dave,

Please find attached the Cohesion recruitment process flowchart. As discussed, please could this be uploaded to Radar so that it can be accessed by all employees.

Cofion Cynnes/Kind Regards,

Lucy Moriarty

Cynorthwyydd AD - Cymru/HR Assistant - Wales

Ffôn/Tel: 01792 312980 (Ext: 521)

EV 3.3

From: Lucy Moriarty <Lucy.Moriarty@...>
Sent: 07 January 2022 18:22
To: ...@...; ...@...; ...@...; ...@...; ...@...
Cc: ...@...; ...@...; ...@...; ...@...; ...@...; ...@...; ...@...; ...@...; ...@...
Subject: Recruitment Activity Information

Hi all

Just thought I would share the data from Cohesion this week so that we can all understand how we are progressing so far.
We are currently working out what the weekly reporting will look like and from next week we are starting a weekly update meeting with Cohesion on a Thursday which will include HR and O&D

Cohesion Recruitment Activity	
number of live vacancies	3,390 vacant hours logged with us across the regions
number of applications by region	Central – 6 active applications, North 56, Wales 18 and South 0
number of applications screened	total applications received is 107 all of which have been screened with 80 we are actively engaging with to progress their application
number of telephone interviews booked	there are 34 telephone interviews booked

Cofion cynnes/Kind regards,

Lucy

EV 3.4

Lucy Moriarty took the lead with our change of recruitment from internal to external with Cohesion.

Working closely with the Head of HR and multiple stakeholders across the organisation, Lucy has shown her capability to work efficiently and effectively with change management.

I can confirm that the facts were clearly established, and a plan was effectively communicated across the organisation.

Name: Rose Sesto



Date: 14.01.2022

Job Title: Interim HR Business Partner