
MANAGING PEOPLE

CRITICAL UNDERSTANDING OF BUSINESS
ENVIRONMENT

ASSESSMENT 2
MODULE LCBB5004

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Introduction

The assignment report has been segregated under two parts. Part 1 of the assignment will discuss and evaluate the use of CIPD profession map for the HR professionals working UK, in addition to application of the map in the context of HR professionals working on global scale. Part 2 of the assignment will discuss and evaluate the skill shortages in the context of UK public sector with reference to the healthcare sector of UK effectively.

Part 1

(a) Evaluating the importance of CIPD profession behaviours for HR professionals working in UK

CIPD professional map is basically the interactive standards sets, which are designed for the purpose of guiding the personnel in area of human resources to be capable in improving as well as developing the overall work. The CPID profession map is seen to be enlisting eight core sets of behaviours which enables the HR professionals in UK with the ability to enhance and improve the aspect of decision making by following eight core behaviours. These behaviours as identified by the CPID profession map helps the HR professionals to be empowered for creation of better values for the organisations, people as well as the respective profession (Hunter-Hill, 2019). The eight behaviours under the CPID and their importance have been presented briefly as below;

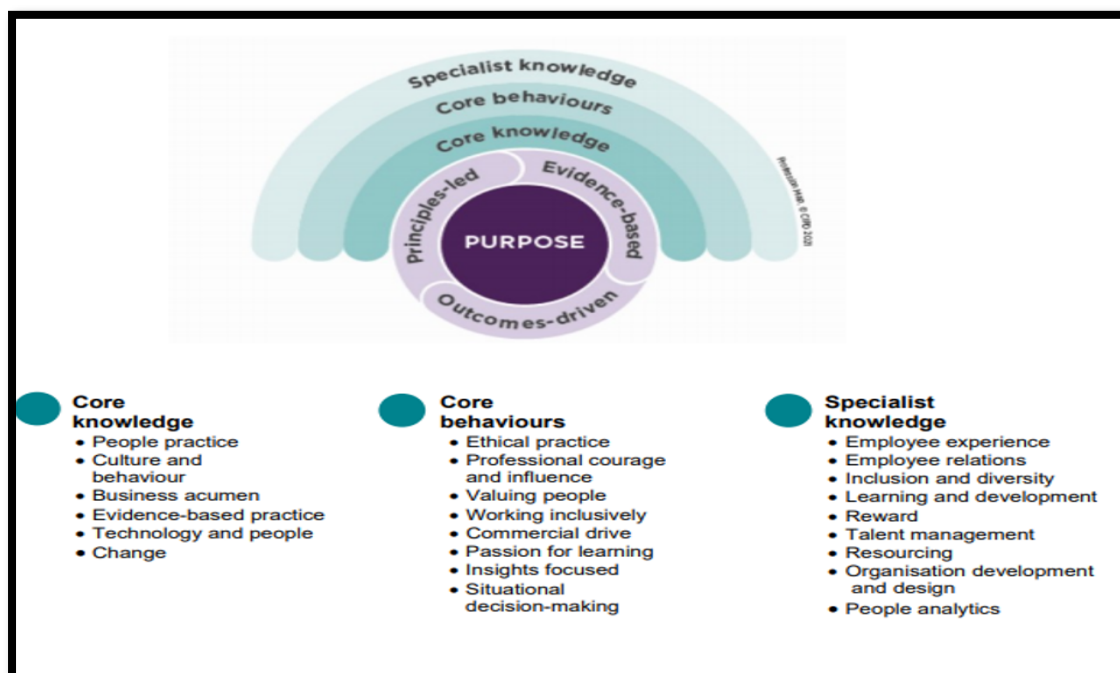


Fig: CPID Professional Map (source: Hunter-Hill, 2019)

Ethical practice

This specific behaviour is important in the context of enabling the HR professionals in UK to be able to develop a specific moral compass so that the “right thing is done”, while considering the ethical and morale perspectives while making decisions. This creates improved transparency to the respective profession (Harrison, et al, 2021).

Professional courage and influence

This behaviour is important for the HR professionals in UK to have the courage of knowing and accepting the mistakes made with the courage to take well informed decisions in addition to being capable of influencing others. This also helps in relationship building in the HR context.

Valuing people

This specific behaviour is important from the perspective of helping the HR professionals in creation of shared purpose as well as enabling the development of people, their well being and voice effectively. This helps HR professionals to build their own capacity regarding the management of people.

Working inclusively

This behaviour is important and necessary from the perspective of helping the respective professionals in UK towards collaborating and working across the boundaries, inclusively and effectively so that positive outcomes can be achieved.

Commercial drive

This behaviour directly helps in context of development of commercial mindsets among HR professionals, demonstrating the overall drive as well as personal responsibilities for effective value creation in the future. This involves commitment towards a customer and business focused approaches for delivering results (Coates and Dutson, 2021).

Passion towards learning

Such behaviour is significant from the perspective of generating curiosity among HR professionals in UK, with opportunities of further learning, improving and innovating effectively.

Insights focused

This behaviour prepares the HR professionals in UK, in asking relevant questions, evaluating the ideas and evidences along with creating the valuable insights so that proper business solutions can be developed and implemented.

Situational decision makings

Every situation is different from the other which may require changes in solutions or approaches taken by the respective HR professionals. This behaviour is important for the HR professionals, UK in the context of making good, pragmatic and effective decisions, or relative choices on the basis of the respective context or situation faced. It helps in identification of different sets of options, along with risks and benefits associated and aligning them to the respective values and professional principles effectively (Corbett, 2022).

(b) Evaluation of application of CPID profession map for HR professionals on a global scale

The use and application of the CPID professional map is not only restricted to the HR professionals in UK only. Rather, it has huge applications considering the respective HR professionals working on the global scale effectively. This can be explained by considering the following practices;

- Following the CPID map the HR professionals can focus on specialist knowledge of reward management which is important for management of modern workforces. Therefore, reward knowledge can be used by HR professionals in the context of supporting other HR specialist areas such as employee relations, working together with talent management and resourcing for attraction and retaining of talents. It also helps in the context of reinforcing organisational values, behaviour and rewards by designing of holistic reward strategy effectively (Parks-Leduc, et al, 2018).
- CPID professional map is important for HR professionals across the globe to enhance the efficiency of decision making effectively. The overall behaviours, principles and

outcomes driven or evidence based framework of CPID is important for give the HR professionals across the globe with the correct sets of motivations and confidence in developing holistic solutions that can create values and drives future and wider organisational success and developments effectively.

- In addition, by using the CPID profession map/framework, it is possible for the HR professionals across the globe to be capable of building the individual capabilities as well as team capabilities through developing and exhibiting expertise in the emerging practice areas. In addition, this framework is also important and essential for HR professionals in the context of driving sustainable changes within the organisation. The values and behaviours of CPID map also enables HR professionals to be decisive, confident and develop themselves as professionally credible people.
- In addition, it can also be considered that CPID map is agile enough for understanding and evaluating the key specific trends in the context of HR. These can include the areas of “employee experience”, “diversity”, “people analytics”, which can develop and evolve over time. In addition, the map is also capable of understanding and highlighting the requirement of new capabilities from HR professionals globally considering the changing landscapes of workplaces across the globe. Therefore, following the CPID profession map is useful for improving the performances and credibility of the HR professionals in the respective global market effectively (SMITH and MITCHELL, 2022).

Part 2

(a) Identifying the reasons for skill shortages in UK public sector

UK is facing the issue and challenge in the context of skill shortages. It has been estimated and analysed there has been a surge of nearly 1.3 million of job vacancies in UK since 2020, just after the businesses resuming activities post COVID 19 lockdown. This has resulted in the employers across the different specific sectors facing the struggle of fulfilling the identified vacancies in the market, that has the potential of limiting the overall economic recovery effectively. Data and researches suggest the fact that the rise in skill shortages and job vacancies is not due to surge for demands in labour market, but because of shrinkage in the overall labour force in the UK market. This significant drop in the supply of labour post

COVID 19 is gradually driven by the rising long termed sickness in addition to early retirements (Costa Dias, et al, 2020). One of these core reason includes the impacts of Brexit. With Brexit, the immigration policies and regulations for the EU workers in UK have changed. The sectors which are seen to be widely dependent on the foreign labour includes hospitality, healthcare, agricultural sectors and others. However, post the referendum of Brexit there has been significant which has choked off the growth and availability of the EU workers in the labour market. This is one of the core issue or challenge for shortage of skills across UK. The issue of talent management is widespread considering the UK public sector. The failure to plan the workforce accordingly has resulted in UK businesses facing the issue of shortage of skills in the organisation and the inability to fulfil such skill gaps in the workplace as the labour market is already shrinking. Wage is also a core factor resulting in shortage of skills in UK public sector especially in the context of healthcare and construction sector effectively. The lack of proper wages, high pressure and stress related to work and lack of growth and opportunities has resulted in staffs and employees leaving the healthcare sector, which has put immense pressure and burden resulting in staffs and employees leaving their respective jobs. Now relating to the area of public healthcare, National Health Services (NHS), is facing some core shortages of skills and personnel which have the potential of widely impacting the healthcare services across UK. Reports estimates that nearly 1 out of 11 posts in National Health Services (NHS). is unfulfilled, identifying the skill shortages and gaps in perspective of UK public healthcare. These are due to a number of reasons. First of all, the nursing graduates have reduced by 4 percent resulting in over 41,000 of nursing vacancies across NHS. Brexit resulted in mass departure of EU healthcare workers and professionals resulting in leveraging the issue of skill shortages across the UK public sector effectively. In addition, poor satisfaction at job, unfulfilled professional growth expectations along with low salary, poor training has impacted skill shortages across UK public healthcare sector such as NHS. In addition, the high stress and pressure related to the area of work often causes mental trauma and anxiety resulting in mental health problems among the social and healthcare workers/professionals. This has resulted in shortage of skills and staffs across the overall sector (Vandeplas and Thum-Thysen, 2019).

(b) Identifying the labour market developments for addressing the shortage of skills in UK healthcare sector

Considering the problems of skill shortage in the healthcare sector in UK, that has impacted the quality of service and support delivery to the service users, especially in the context of NHS some specific approaches must be used for developing the labour market to fulfil the recruitment and staffing needs of National Health Services (NHS). First a clear and proper policy must be developed in the context of healthcare workers and professionals in UK from the overseas (Bimpong, et al, 2020). This has led to the development of “Shortage Occupation List”, that has helped employers such as NHS to recruit staffs from the overseas so that the current skill gaps can be minimised and addressed effectively. As per this list an employer such as NHS, while recruiting staffs, other than that in area of nursing, may not necessarily need to meet the standards of Resident Labour Market Test (RLMT). This is aimed at enabling organisations such as NHS to recruit from overseas and fulfil the vacant positions so that the overall healthcare services are not hampered. In addition, it is also important for NHS to offer good remuneration, as well as growth and development opportunities for the staffs which is necessary to attract good and potential talents from the respective labour market. Good induction and training is also important to teach the healthcare professionals to deal with workplace related stress and hazards and offer them with perks and rewards for keeping them satisfied at their respective job roles and responsibilities. In addition, proper counselling is also needed for the healthcare professionals across the healthcare sector to ensure their mental as well as physical health and well being effectively. This in turn can be useful in retaining of skills, attracting new skills and address the issue of skill shortages in the respective labour market (Michel and Ecarnot, 2020).

Conclusion

From the analysis, it is understood that CPID professional map is very important and plays a crucial role in leveraging performances and values within the overall HR professionals both in UK as well as in the global context. The behaviours, specialist knowledge and values of CPID profession map is important in the context of enabling HR professionals to cater to the requirements of changing global workplace and workforce effectively. The second part of the assignment have identified the problem of skill shortages in UK labour market, especially in the context of healthcare sector in UK and the ways in which skill shortages can be

addressed. Government policies must be relaxed especially in the context of the immigration laws for the EU workforce along with adequate workforce planning, proper training, improved salary and growth opportunities must be offered to attract talents, develop the labour market and mitigate the skill shortage issues across the healthcare sector of UK.

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