

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning in the Organisation (5ARTP)

Student Name: Victoria Evans

Student Number: 1707444

CIPD Membership Number: 48734057

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:



Original Submission Date: 08.06.2021 (EC Form completed and approved)

Contents Page

Evidence Matrix – pages 3-4

LO1 including references – pages 5-6

LO1 Evidence – pages 7-8

LO2 including references – pages 9-10

LO3 including references – pages 11-12

LO3 Evidence – pages 13-23

CIPD Candidate evidence matrix

Candidate name: Victoria Lauren Evans				CIPD Membership/registration No.: 48734057		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1707444		
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 in the Organisation		Email regarding talent/recruitment process from head of operations (Wales)	EV1		
			Manager view on talent planning and recruitment in organisation	EV2		
			Organisational Priorities 2020-2023	EV3		
			Recruitment Plan	EV4		
			Email confirming plan update	EV5		
			Email confirming plan amendments	EV6		
			Emails demonstrating management of process by head of operations	EV7		
			Escalation to manager due to difficulties	EV8		
				EV11		
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:A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.**Date:****08.06.2021**

LO1

Talent planning within an organisation can be an important part of strategic practices, as the organisations resource is critical to its success. Talent planning can be defined as “activities carried out by the company to consider the specific employees and skills it will need in the future, and to put in place strategies to ensure it can meet these requirements.” (Taylor and Woodhams, 2016) These activities can ensure the organisation can maintain its operations and maintain competitive advantage. Talent planning can be useful when there are changes in the internal environment for example, an ageing workforce or new developments in technology, but also changes in the external environment. Crises such as the COVID-19 pandemic could be handled by organisations who were in a position where resource was available and agile. Some organisations had systems in place before COVID-19 to combat any significant business or external changes, however more organisations are now considering putting more formal practices in place around talent planning, to ‘future-proof’ their business. Some of these plans include considering developing a talent network or talent pool to increase headcount capacity when needed, hire for immediate or short-term needs. (EY, 2021)

Within my organisation, talent planning is not a formal practice and there are no formal procedures around talent planning, resourcing and recruitment. This seems to be an issue that has become apparent over many years, as turnover has increased and during times of crisis (during the pandemic for instance), there were staff shortages and external agency recruitment had to be used heavily. This was at a cost to the business and led to uncertainty around how services could be delivered appropriately. Issues such as this not only affect staff morale but also impact on business reputation where services are not delivered to a certain standard, especially within the highly regulated health and social care industry. By having formal practices around talent planning, the organisation could mitigate such a risk in future. I spoke to the head of operations within my region (EV1) and queried how talent planning was considered from an operational perspective. Her response was that she felt a formal process was not in place, which resulted in me developing a recruitment plan to underpin a formal process. I also feel that within her role, as the head of operations, it was not required for her to be involved at every stage of the recruitment process and sign off on recruitment of roles. This would be something I suggested to my line manager that could be delegated to her direct reports and validated by HR (where needed).

Comparatively, I spoke to a line manager of a service (again within operations, but more of a front-facing role) and they advised that they thought there had been issues with recruitment within the region for longer than the past year or so, but also that having more formal practices in place could assist with better recruitment (for example defined development opportunities). This is a valid point and could be used as part of the employer branding or advertising used for recruitment. This type of feedback from an operational perspective can help to form future practices, and it was interesting to get the viewpoint that recruitment is an ongoing issue, however, this has never been formally investigated, which would be something that I have recommended in LO2.

Taylor and Woodham’s 4 stages (2016) follows these four steps for effective talent planning:

- Forecasting demand: systematic techniques, managerial judgement, working back from costs
- Forecasting supply: composition and skills
- Identifying gaps: Competency framework, assessing current employees, current skills v future needs
- Addressing the gaps: using existing resources and identifying external sources

When considering this model in comparison with what my organisation currently does, it does not meet any of the stages to successfully achieve robust talent planning. Demand is not forecasted at all; which is a concern in terms of the nature of the industry, and many recruitment drives are knee-jerk or happen due to staffing reaching crisis levels. The organisation does not benchmark or forecast supply based on skills within the market so does not complete any activities around succession planning or looking at how to attract and retain good talent from external sources. The L&D team are looking at how to assess employees against competency frameworks, and address skills gaps, however, this is in its infancy. Development of staff does happen in terms of training and upskilling but is completed sporadically instead of in a formal pragmatic way.

The key to talent planning and talent management is to link to company objectives or strategic priorities. On review of our organisational priorities (EV3), the core strategy of 'workforce' advises that 'developing talent management and sustainable career development pathways at all levels across our organisation is a key priority for the business.' However, it notes that this priority needs to be moved to year 2 (2022) priorities which tells me that even though this is on the organisations' radar, there may not be a sense of urgency to implement this which given the risks around staffing and recruitment over the past year (largely due to COVID) is a concern. It could be recommended that when a strategy needs to be formed, that understanding what the organisation wants from its talent in terms of aspirations should be identified and linked to organisational goals.

References

EY, 2021. *Talent acquisition's response to COVID-19 and beyond*. [Online]
Available at: https://www.ey.com/en_gl/workforce-resources/talent-acquisition-response-to-covid-19-and-beyond
[Accessed 15 May 2021].

Taylor, S. and Woodhams, C., 2016. *Human Resource Management: People & Organisations*. 2nd ed. London: Chartered Institute of Personnel and Development.

LO1 Evidence

EV1

From: Lucy Thomas <lucy.thomas@walsingham.com>
Sent: 01 April 2021 06:59
To: Victoria Evans <Victoria.Evans@walsingham.com>;
Subject: Talent Planning / Recruitment process

Hi Vikki,

Further to your email regarding talent planning and the recruitment process, I feel that there is no formal practice being implemented.

Further to your recruitment plan, I am looking at reviewing each role and its applicants as a way of ensuring process is followed by managers. Until this is something I feel can be deputised, I will continue to shortlist and oversee the process.

This is an issue reflected in other regions and is something we discuss in SLT/ELT which needs to be reviewed. |

Thanks
 Lucy

EV2

From: Lucy Davies <Lucy.Davies@walsingham.com>
Sent: 03 April 2021 16:07
To: Victoria Evans <Victoria.Evans@walsingham.com>;
Subject: Talent Planning / Recruitment process

Hi Vikki,

Hope you are okay 😊

We do get issues in Wales with recruitment but this has been for a long time! I think sometimes we can have a lot of candidates and other times none at all, and it seems that being virtual means people are more likely to not show up if they don't want to attend.

I haven't seen a formal talent planning process so wouldn't be able to give my thoughts on this but it would be great to see something more formal around development plans so people have things to work towards. This could also help with recruitment if people had these opportunities.

Hope this helps!

Lucy

EV3

Annual Strategic Priorities 2020/21 & 3 Year Rolling Strategic Priorities 2020 - 2023

Our Values	Core Strategies	2020/21 Strategic Priorities	3 Year Rolling Strategic Priorities 2020 – 2023
Passionate People are at the heart of everything we do	Quality We strive for excellence in all aspects of our work	- Embed person centred values and practice across all teams - Establishing the principles of co-production across all areas of our work and with local communities - Develop a revised quality framework in the services across Walsingham Support & Walsingham Support Community Solutions - Ensure effective systems are in place to manage risks and enhance the quality and safety of our services - Ensuring the people we support are integrated active citizens in their local communities through learning, volunteering and employment (WSCS)	- Ensure our culture, values and behaviours are embedded and maintained across our organisation and in communities - Through co-production with the people we support we strive for excellence in all aspects of our work - Enable people with disabilities as key influencers across society - Ensure our risk, quality and safeguarding practices are effectively embedded
Supportive Appreciating our colleagues, recognising achievements and developing our staff	Workforce We are passionate and committed to meeting the needs of the people we support	- Implement the pay and reward strategy in support of sustainable recruitment and retention strategies - Review existing training provision and systems to ensure organisation wide compliance and that staff are appropriately qualified - Develop and implement a volunteering strategy within Doncaster & Luton (WSCS) - Become a disability confident employer supporting employment opportunities for individuals with disabilities within the Walsingham Support Group (WSCS) - Promote champions of excellence across roles in support of careers in social care - Developing talent management and sustainable career development pathways at all levels across our organisation (to be moved to Year 2 Strategic Priorities) - Enhance our governance structures and processes	- Through innovative ways of working become the employer of choice by becoming a Sunday Times 100 Best Company - Become a well-known and inclusive employer - Retain and develop outstanding employees - Develop tomorrow's leaders Become Disability Confident Leader by 2022/23 - Through self-managing teams effectively problem solve - Trustee leadership skills to align with our strategies - Volunteering effectively established across Walsingham Support & Walsingham Support Community Solutions - Established links with national and local employers
Progressive Embracing innovation and positive risk taking	Growth We continue to grow and support more people with disabilities	- Stabilise our services where appropriate based on long term financial sustainability - Ensuring that our systems and processes support our sustainability through operating surplus across all budgets, improved cashflow and building reserves - Ensure business development and regional teams have a thorough understanding of market needs through intelligence, research and local connections - Net annualised income to be determined by England & Wales regional teams in partnership with business development through understanding and meeting market needs, intelligence and research - Create a strategy to access and develop alternative funding (including direct payments) and investment streams across Walsingham Support & Walsingham Support Community Solutions to build communities where we operate (WSCS)	- Through partnership and innovation creating personalised sustainable support solutions nationally for individuals with complex needs, those going through transition and younger adults - Continuing to grow nationally through local targeted collaborative opportunities - Sustainable organisation with £35M net annualised income - Become full accredited leader status in disability employment
Innovative Seeking continuous improvement in how we work by using our resources in the most efficient and effective way	Organisational Development We constantly strive to improve through learning, a desire to take risks and to be innovators	- Consolidate the restructuring across all core teams ensuring they are effective and enable staff and management to focus on their roles - Deepen the partnership between Walsingham Support Community Solutions and Walsingham Support through enhanced infrastructure to add social value and support community engagement - Review our existing controls, systems and processes and where appropriate incorporate digital technologies	- Walsingham Support Community Solutions effectively established across at least 5 geographical areas - Complement our work in local communities adding social value through appropriate strategic partnerships - Continue to challenge what we do and how we do it to be the best we can - Support individuals with disabilities throughout their lives
Genuine Always being open, honest and treat everyone with respect	Engagement We have meaningful and relevant communications with all our stakeholders	- Develop and implement our internal communications strategy - Implement our community engagement strategy with our key audiences in line with our current priorities - Develop our fundraising activities (WSCS)	- Encourage all key audiences to be active partners of the Walsingham Support Group - Successfully build on our community engagement strategy - Listen and act on those things that will make a real difference

LO2

Due to having little to no practices in place in terms of talent planning, it would be recommended that the organisation started 'from scratch' in terms of its development of talent planning processes. To make these recommendations, I researched external organisations and best practice to gauge what could be utilised in my own organisation. This would then form the basis of my own recommendations in terms of what could be implemented with regards to process.

Even though there will be more work involved in beginning from scratch with a process, this could be an advantage, particularly going into a post-COVID world. My recommendations would be as follows:

1. Developing and implementing a talent management strategy as an umbrella across talent planning and developing talent would mean both current and potential talent planning can be undertaken under one process.
2. Another key recommendation would be to develop and strengthen recruitment processes, as having a strong process will attract the right talent to the business and improve retention by ensuring best fit. (Hocking, 2019) Developing a best practice approach can also ensure fairness and consistency and reduce any bias or discrimination within the process. Ensuring feedback is given to candidates in a timely manner is also important, whether they are successful (or not). This is currently something that is not done very well, if at all, within the process.
3. Linking talent to the long-term goals of the business can support effective talent management. Motivating and allocating talent properly can improve retention and development of talent by up to 60% (McKinsey, 2018), and ensuring a proper talent development strategy and programme is in place ensures an organisation does not lose key talent, which will not impact revenue as well as staffing. Ensuring the strategy is change ready and agile to any internal or external disruptions is also key. This will help sustain the business through times of difficulty and ensure operations remain fluid. Ensuring defined development routes are considered is another part of this strategy which could also be used within attraction.
4. Strengthening employer brand is also another factor in supporting a robust talent planning or talent management strategy, as this will attract talent more effectively. Research shows that 84% of organisations use social media to maximise their brand and image and having a good respected social media presence can also make candidates feel inclined to work for the business. (SHRM, 2017) My organisation would need to ensure all of the above steps are taken to develop and maintain a talent planning strategy, not only for the short term but the long-term organisational goals.
5. Standing out from other competitors within the market is also something to consider. Businesses need to be innovative when developing talent planning strategies in the current environment. During the pandemic, Easyjet mobilised a few hundred of its furloughed staff to volunteer at the London Nightingale hospital whilst they were furloughed, with Virgin Atlantic staff also taking part in similar programmes. (Spinks, 2020) Digital transformation is also changing talent planning, with remote working becoming the new 'norm' and talent not being present at the office any longer. Culturally, working environments have had to adapt, however, talent pools have now widened much to the advantage of organisations, as they can now attract talent from locations never considered before. It has been said that a global talent pool has now emerged. (Frankiewicz, 2020)

Ensuring the above recommendations are considered and (if appropriate and agreed by the business) implemented accordingly, the organisation will see an improvement in how it attracts talent. Retention will also be improved, and staff are more likely to be engaged in an organisation that values its people and wants to offer opportunities to grow and develop. In such an uncertain environment post-COVID, this is something employees would be appreciative of, as their long-term opportunities will be improved. Having a loyal employee base can also ensure a better service is provided, productivity increases, and the employer brand improves.

References

Frankiewicz, B., 2020. *The post pandemic rules of talent management*. [Online]
Available at: <https://hbr.org/2020/10/the-post-pandemic-rules-of-talent-management>
[Accessed 17 May 2021].

Hocking, M., 2019. *How to develop your talent management strategy*. [Online]
Available at: <https://www.hrdconnect.com/2019/09/06/how-to-develop-your-talent-management-strategy/>
[Accessed 29 May 2021].

McKinsey , 2018. *Organising for the age of urgency*. [Online]
Available at: <https://www.mckinsey.com/business-functions/organization/our-insights/organizing-for-the-age-of-urgency>
[Accessed 31 May 2021].

SHRM, 2017. *The state of talent management*. [Online]
Available at: https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/documents/hcilibarypaper_79300.pdf
[Accessed 21 May 2021].

Spinks, R., 2020. *The easyjet cabin manager volunteering for the UKs national health service*. [Online]
Available at: <https://skift.com/2020/04/03/the-easyjet-cabin-manager-volunteering-for-the-uks-national-health-service/>
[Accessed 15 May 2021].

LO3

To support with better recruitment strategies as there were no previous formal practices in place, I formulated a recruitment strategy to support with better talent attraction and retention of candidates coming into the organisation. To begin the strategy, I evaluated what was going well and what wasn't working within recruitment within the region. There were many issues such as:

- delays in application processes (via the website, which was not fit for purpose)
- poor response to adverts via indeed, social media channels and the website
- candidates not being communicated with through the recruitment process which caused some to withdraw or lose interest
- managers not being adequately prepared to facilitate the induction process with new starters, or not taking responsibility for the process.

The plan was initially sent to my manager (HR Manager) and the Head of Operations for Wales (EV4) and outlined current, in progress and future actions that were required which were colour coded green, amber and red respectively. Through discussions with the head of operations, updates were made to the plan and I also requested additional staffing for recruitment as it was a very heavy workload for just two individuals in the region. This was agreed in principle and then denied (EV5). At the time, this was incredibly disappointing, however, I reviewed the comments received from operations and updated the plan accordingly so the formal actions could go ahead, and the process could be implemented accordingly (EV6)

Throughout the course of the few weeks where the plan was discussed, agreed, and implemented, recruitment became increasingly micro-managed by the head of operations (EV7) even though formal practices had been put in place. The issue was increasingly that candidates were confirming interviews and not showing up, however, this was unfortunately out of our control (as we send confirmations and reminders) so no actions could be put into place to ensure learning from these issues. Over the coming weeks, the process was largely ignored (although this had been requested and agreed by operations) and I escalated to my manager as discussions were becoming increasingly strained with operations (EV8). The head of operations would not speak to me directly and would only try to agree decisions with my manager on a 1:1 basis which was both frustrating and upsetting, as during my career as a HR Professional I had always been trusted with my knowledge and skills.

On reflection, if I ever had to develop a strategy or a plan such as this, I would likely approach in more of a best practice way rather than my own individual process, as I feel that the plan was too heavily influenced by wants and needs, rather than a consistent robust approach. I reviewed the CIPD guidance on recruitment best practice, and felt that some of the practices within the organisation were not fair or consistent (for example, shortlisting is completed by the head of operations solely, rather than with a panel or utilising a shortlisting tool) which could lead to discrimination claims. It would also be prudent for us to review our equality and diversity process in terms of recruitment, as this is not included as part of the process. Again, this could lead to issues around discriminatory practices. (Green, 2020)

Unfortunately, at the time, the relationship between myself and the head of operations was strained as there had been incidences of bullying and discriminatory practice, which is evidenced through the individual asking my manager for a review of the process I had developed, rather than with me personally. I have reflected greatly on this process, as it was one of the reasons I left the business as I felt it was taken too far in terms of undermining my skills and knowledge, however, it is something I will learn from in terms of my own assertiveness, using best practice approach and not being afraid

to challenge. I would also look to ensure that any conversations were documented and witnessed in future, as this can support decisions on a wider scale and also ensure any changes are evidenced.

References

Green, M., 2020. *Recruitment Factsheet*. [Online]

Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet#gref>
[Accessed 20 May 2021].

LO3 Evidence

EV4

Recruitment Plan - Wales



Victoria Evans

To ○ Ebony Charles; ○ Lucy Thomas

This message was sent with High importance.



Wales Recruitment Plan (DRAFT).docx
.docx File

Reply Reply All Forward

Wed 06/01/2021 08:24

Hi both,

I have drafted the attached recruitment plan for Wales; with the key as follows:

Green – already carrying out these activities

Amber – to be completed/implemented

Red – need agreement on process before formalising

I need to fill out the front page with the updated VNS so please excuse the blank page.

I have put in some dates for tasks to be completed by or to start, with the new initiatives for LM's commencing the week after next to allow for this plan and the process to be agreed and to be communicated appropriately before any formal roll out. Most points for HR are already done or are similar to the process already so it's no problem for us to integrate these things quickly (once agreed). Hope this sounds okay.

The tasks in red are where I need to query the process, as at the moment, Locality Managers approach candidates after they receive CVs/Applications to invite for interviews, and complete the employment gaps, history etc at interview. Are HR to lead on this from now on as a screening process (pre-interview), or will the process be remaining the same? Once this is clear I can update the plan to reflect, as there are ideas around using values questions within the initial screening, and having pre-employment questions around documents to save time in interview, but I want to be sure who will be taking ownership for this process before putting any dates against these points.

Happy to discuss over teams if that works for you both, and I am open to ideas and suggestions – the attached is very much a draft!

Action required	Who is leading	By when
All current vacancies to be advertised on Walsingham website	HR	5 th of every month in line with VPN
VNF form to be completed monthly by LM's	LM's	Monthly
All adverts on Indeed to be refreshed weekly to keep them at the top of the search	HR	Weekly
Paid campaigns to be considered for a 4-6 week period i.e. sponsored adverts to keep them at the top of the search (find out cost and pitch to EC/LT)	HR	15 th January 2021
Online recruitment fair for Walsingham Support to be arranged – meeting with Dorcas on how this can be advertised/publicised/targeted on 07.01.2021	HR/Dorcas	7 th January 2021
Recruitment fair to be set with LM's and O&DM leading	HR and O&DM's to lead	End of January / Early Feb 2021
Can we post in job centres (we are already advertising with DWP – do they link? VE to find out)	HR	8 th January 2021
HR considering a short application form/process, along with CV. Stop using the long application form and replace with CV/Job history and personal details only.	HR – VE to link in with CS to discuss (roll out of one form rather than numerous versions)	To be updated
Contact applicants by telephone within 24 hours of receiving CV	LM's?	
Go through CV/job history from the end of education/entry into country for full job history and any gaps, reference details etc. (This is currently done in the interview itself in Wales by LM – should this be done in screening)	LM's?	
Agree 4/5 value based initial questions for telephone screening/shortlisting and form to use for recording responses.	HR to develop – will LM's use?	
To work with HR admin/assistants on what to look for from the values-based questions, to determine if they progress to face to face interview (include this in process once completed – LM or HR to lead?)	Ebony/HRA	
Interviews to take place within 2 days of initial telephone screening.	LM's currently complete interviews	

Feedback from interviews and outcomes on candidates to be returned to HR within 24 hours of interviews.	LM's	Start from 18 th January 2021
DBS/U-check link sent out to candidates within 24 hours, along with conditional job offer	HR	Start from 11 th January 2021
References to be requested within 24 hours of conditional job offer made	HR	Start from 11 th January 2021
Recruitment tracker to be set up that is accessible/viewable by Operational management	HR	By 25 th January 2021
Recruitment tracker to be updated daily for DBS, references, correspondence, health declaration forms etc.	HR	Daily
Regular contact by recruiting manager to candidate to take place at least twice a week whilst references and DBS are being sourced – to establish communication and relationship, keep the candidate interested and committed to Walsingham Support	LM's/O&DM's depending on role	To start from 18 th January 2021
Final sign off to be completed by HR advisor to ensure all gaps are filled, references are satisfactory and a start date then agreed by LM with candidate	HR advisor/O&DM	Already taking place
Once new staff are in post, O&DM's to make contact with new support staff within 4 weeks of their start date to review how they are getting on, any concerns to address, training gaps etc. Record this conversation for their HR file	O&DM's	Within 4 weeks of new staff starting in post
Review the actions above weekly – what is working/not working	Ebony/Lucy T	Weekly from 20 th January 2021

EV5

File

Message

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🗂

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🔍 Find

🔍 Smart Lookup

🔊 Read Aloud

🔍 Zoom

⋮

Re: Recruitment Plan - Wales

LT

Lucy Thomas

To

Victoria Evans; Ebony Charles

📎

Wales Recruitment Plan (DRAFT).docx

.docx File

📧

You replied to this message on 15/01/2021 15:04.

↩ Reply

↩ Reply All

➡ Forward

⋮

Thu 07/01/2021 14:43

Hi both,

I have reviewed the attached and added some comments.

Just to note there has been some conversation about using the allocated monies for my budget for additional resources in staffing, the resources I can provide will be £4000 and this is for an advertising campaign to be launched.

I do not have a budget for an administrator role currently as this ceased due to financial constraints so myself and my team have absorbed this workload - if the funds became available again them, I would be reimplementing the O&D administrator role. Just wanted to firm up conversations from yesterday Ebony - hope all that is ok 😊

Thanks again for this Vikki, it is a great start to have our plan formalised. Much appreciated.

Thanks Lucy

EV6

RE: Recruitment Plan - Wales



Victoria Evans

To ○ Lucy Thomas; ○ Ebony Charles



This message was sent with High importance.

Wales Recruitment Plan (DRAFT 2).docx
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Reply
 Reply All
 Forward

Fri 15/01/2021 15:04

Hi Lucy,

Thanks for getting this back to me, and thanks for the input and comments, it is appreciated. Lucy M and I have both reviewed and are looking forward to implementing a formal process.

I have gone through the comments and tweaked some of the plan to suit:

- Addition of Facebook and LinkedIn to sponsored posts (along with Indeed) – apologies this wasn't very clear in my initial draft. This can now go ahead further to receiving the cost code – thank you
- Agreement of the screening process by HR within 48 hours of application
- Values questions for screening are being agreed by the HR team; with input of assistants, I will chase this up next week to start utilising as soon as possible as part of screening process
- As agreed, trial of interviews to take place within 2 days of screening – update to EC in reviews
- I have changed the feedback and return of interview documents to 3 working days, as ES advised original timescale was not realistic. Again maybe to be trialled and changed accordingly if not working.
- Agree with using the recruitment tracker – aware there is already one that used to be used so need to locate and update accordingly

All points in green are agreed and going ahead, or are already taking place. Points in amber are to be agreed (values questions and application form).

Having spoken with Ebony, there are plans to update the application form for all regions to use, to make it more attractive to candidates.

Ebony – happy for you to update Lucy on this, as I know you were having discussions this week regarding the forms and their content. Happy to support where needed.

Lucy – if there are any further changes needed, please let me know? If not, looking forward to getting started with the plan – but please do let me know if anything else needs adjusting.

EV7

From: Lucy Thomas <lucy.thomas@walsingham.com>
Sent: 22 January 2021 12:02
To: Ebony Charles <Ebony.Charles@walsingham.com>
Subject: Re: Wales Recruitment

That is excellent, thank you for the support 😊

I have followed up all the forms that have been reported over the last 2 weeks so is this another 18 since then please? I am keeping an eye on them locally so that the managers are interviewing all candidates in a timely manner.

If so, I will contact Vikki to see where they are being allocated and support with the interview process.

Thank Lucy

From: Ebony Charles <Ebony.Charles@walsingham.com>
Sent: 22 January 2021 10:03
To: Lucy Thomas <lucy.thomas@walsingham.com>
Subject: FW: Wales Recruitment

Hi Lucy

Please see the information below, we received an application form through a referral. We have signed off 4 files this week and have 8 new starters starting in the next coming week. Taking into consideration the 8 new starters this leaves us with 29 vacancies.

From: Lucy Thomas <lucy.thomas@walsingham.com>
Sent: 03 February 2021 12:42
To: Ceri Wilson <Ceri.Wilson@walsingham.com>
Cc: Lucy Moriarty <lucy.moriarty@walsingham.com>; Victoria Evans <Victoria.Evans@walsingham.com>
Subject: RE: Job enquiry interest
Importance: High

Thank you Ceri that is great.

Lucy/Vikki please can you contact the candidates and ask them to complete and application so they can move forward to the shortlisting stage.

If they could be returned to me I will complete the shortlisting form and return within 24hrs.

Thanks Lucy

From: Lucy Thomas <lucy.thomas@walsingham.com>
Sent: 01 February 2021 14:18
To: Victoria Evans <Victoria.Evans@walsingham.com>
Subject: RE: Interview feedback - 29/1/21

Hi Vikki,

Thanks for the response. I suppose my concern sits with a picture of large applications/CV's coming through for the region however they are not turning up for interview. It is portraying a picture of sufficient applications coming through however when looking at the ground level success it is not the same. If we do not identify where we are struggling we cannot target the solutions. I think by looking much more closely at the process we can improve and learn along the way. I will pick it up with Ebony this week, thank you.

The attached has been revised and is being sent to the incoming providers for Tranche 4, have a look and let me know what you think maybe useful to have a standard recruitment pack to be shared before interview. (it will not let me send it in one go to you so I will send the rest in separate e-mails).

I think it is a matter of agreeing what Operations and HR feel is necessary as a minimum standard in Wales so candidates are meeting the standard we need. My thoughts could be:-

Following an Indeed CV being received

1. Welcome information shared with the candidate about Walsingham Support
2. Maybe pull together a benefits poster – why we are better in Swansea and Neath than other providers, hourly rates, sleep in rates, sickness and annual leave benefits, long services awards etc
3. Ask for completion of an application form to be returned within an allocated deadline before it is passed to managers to interview with a list of what is necessary to bring to interview such as have your right to work documents ready to view over zoom, gaps in application forms to be discussed at interview (as your checklist attached).

How are the ads doing now we are paying? 😊

EV8

From: Louise Horton <Louise.Horton@walsingham.com>

Sent: 23 March 2021 15:26

To: Lucy Thomas <lucy.thomas@walsingham.com>; Estelle Scoulding <estelle.scoulding@walsingham.com>; Amanda Hamza <Amanda.Hamza@walsingham.com>

Subject: Interviews

Hi Both,

I have to express my frustration for the interview process today. We were sent invites last night at 5ish. We have had no details of the person we are interviewing except a name, no application form, no skills test has been sent and no phone number to clarify if these people have confirmed. What has happened to the process?? Amanda told me she interviewed 3 weeks ago and everything was brilliant can you find out what happened 3 weeks ago that has changed to now. I must also express that I have very limited time as you know I am handing over a service next week along with dealing with crisis after crisis and I have leave next week! Not one single person attended the interviews today out of 4 people, to be honest I would have been embarrassed interviewing them with no background history. I have not got the time to waste at the moment and feel completely disheartened as I could of spent the day doing something productive like my audits not sitting by the computer to another no show. Please could you look into this to see what has happened, as I am not prepared to revisit a day like today.

Maybe the person was having technical difficulties and needed some support but with no phone number to contact them, there was nothing we could do to support them.

Diloch | Thanks

From: Lucy Thomas <lucy.thomas@walsingham.com>

Sent: 24 March 2021 09:11

To: Victoria Evans <Victoria.Evans@walsingham.com>

Cc: Ebony Charles <Ebony.Charles@walsingham.com>

Subject: FW: Interviews

Hi both,

I understand that the interviews yesterday were not successful.

The below feedback is again disappointing to hear, I am not reassured that there is any set process in place. Please would I be able to view a written process so I can be reassured we are not moving backwards.

I am happy to add my thoughts following this as it should document issues such applications forms being completed, welcome packs being sent, managers receiving basic information to support the process etc.

Thanks Lucy



Lucy Thomas

To:  Ebony Charles;  Victoria Evans

Sent: 24 March 2021 15:21

To: Lucy Thomas <lucy.thomas@walsingham.com>

Cc: Victoria Evans <Victoria.Evans@walsingham.com>

Subject: RE: Interviews

 Reply  Reply All  Forward 

Wed 24/03/2021 17:07

Hi Lucy

Thank you for your email.

In regards to the invites being sent when they was, this was due to the CV being sent to you for shortlisting (which you requested), then the volunteer then having to contact the candidates. The process that Louise mention that worked was when the volunteers got the application form and contacted them straight away which was efficient and effective , more candidates slotted in to interviews due to that process, as she was able to do the shortlisting ASAP. With the changes in the process that has been requested by yourself this has added the extra layer, with the nock on affect that Louise has mentioned.

In regards to no shows to interviews, unfortunately that is something that we can not change, especially when they have confirmed attendance

As per attached email the application forms and CV's were sent to Louise before the interview.

In regards to a process as stated Lucy Moriarty will be doing a flow chart of the process.

Kind Regards
Ebony Charles
HR Manager

RE: Interviews



Lucy Thomas

To  Ebony Charles;  Victoria Evans[↩ Reply](#) [↩ Reply All](#) [→ Forward](#) [⋮](#)

Wed 24/03/2021 17:07

Thanks Ebony, I can see these have been sent so apologies. I will address with Louise.

Ebony, you seem to be missing the overall issue from my original e-mail which is the process. I have raised this issue with the request for application forms to be completed so managers can check details, fill gaps, check convictions however this continually keeps being brushed over and the same issue repeated. The process should be about quality and not so much haste.

Following SLT today it is clear to hear that all regions have the same thoughts and opinions within this area. It will be really useful to see the process that HR are using and volunteers so we can continue to analyse the benefits.

Lets book in our 1:1 as discussed so we can again try and resolve these issues.

Thanks Lucy