

## Resource and talent planning on the job.

### 1A

Having recently moved jobs this activity was a great way of being able to get a better understanding of my new organisation. I have recently moved from a well established large organisation who have policies and processes from the beginning of the employee life cycle to a small family run business that has grown rapidly over the last 2 years and is desperately trying to get ahead of the curve with employee life cycle, retention and talent planning.

Griffiths was established over 50 years ago and has gone from a small family run business to a large organisation hiring over 1000 people. In 2018 Griffiths was bought out by Tarmac but still trade as Griffiths. Tarmac has a lot more structure when it comes to resource and talent planning compared to Griffiths but having them as an owner allows us to review their way of doing things however adapting them into the Griffiths world isn't always an easy task.

Griffiths has a tendency to bring people into the business who know someone who already works there, this is a very old fashioned approach and the majority of the time this has paid off for Griffiths, however our aim is for the leaders to start thinking about employees within the business, as with any form of employee engagement employees want to know there is an opportunity to develop (CIPD, 2019).

We have looked to introduce leadership training, starting at the very basics such as absence management, conduct and capability, employee development and retention. For a long time there has been no need to look at the future of the business but due to changing legislation such as IR35 we are in a position now where we need to educate our leaders to look after our current workforce and make it a great place to work so that we can create a culture where people want to stay and develop within our business.

Whilst being relatively new to the organisation, both myself and the two other ladies in my team have only been there 6 months I feel as though this puts us in a great position to be able to actively see who and what people are bringing to the business. Far too many times have I witnessed managers want to protect and develop people within their teams as they have loyalty to them, but they may not be what is right for the business. As with everything within HR it can change and when it does change our role is to ensure we are doing what is right for the business whilst ensuring that our people are looked after. I think starting with educating our leaders around the bigger picture of our business, building relationships and gaining loyalty HR'S opinion will become valued and we will soon be able to support with succession planning ensuring we have the right people in the right place at the right time (CIPD, 2020).

### 2

Since joining Griffiths just under 6 months ago, we have had a bit of journey. We started monitoring starters and leavers in February after seeing a spike in leavers and having no raw data to understand why and since then we have had 24 leavers. Out of these 24 leavers 4 people were dismissed for conduct, these were the first 4 people to be dismissed under this category in over a year. This was not our intention when we were asked to support with these cases however I feel that this shows that having a new HR team is making a positive change to the business. Whilst we don't want to be seen as the decision makers ultimately, we can guide our managers to make the right decision especially if we are dealing with conduct issues that could potentially be classed as misconduct and have an effect on our business.

We then had 3 people retire, these people were all 73 years old and had worked for Griffiths for over 20 years. When these three men retired, they all worked on the same 'gang' meaning that they were all part of the same team which ultimately lead to a resourcing plan needed to back fill as there was no one else who could do their role.

A further 3 people were engineers who left as they felt they had gone as far as they could within Griffiths and the final 14 people left to changing roles. Losing 24 people within a short time scale can be a huge hit for any business. Whilst we are located in Abergaveny we have offices right across Wales and England and as much as possible we look to relocate and support any colleague if they relocated.

Going forward to manage leavers better we are looking at introducing exit interviews, we are going to do these as soon as someone hands in their notice as normally there is a month notice period. During this process we are looking to hold what is known as a save conversation given the line managers an opportunity to try and retain their employee. Most employees leave without us knowing why, by having these conversations it will allow us to understand what it is the employee needs and to see if we can retain the great people in our business.

As stated previously we need to be able to support our line managers with some basic people management skills before we can start with the new process, however by having better analysis of this data in the future it should allow us to be able to plan for future leavers and support with retaining colleagues.

### 3

Having reviewed what is needed for our business I think there is going to be lots of areas in which I am going to be tested on. Ultimately training is going to be our biggest challenge, we are asking many leaders who have worked within a business for a pro longed period of time with very little or no training to allow 3 new people who have joined there organisation over the last 6 months to train them in how they should manage their people.

This is going to be a difficult task whilst I have trained people my entire career, before I even think about the training I need to work on stakeholder management and building the relationships with them which will become key to the success in this process. I am really going to have to use my influencing skills, so that the leaders get on board and feel as though this is a positive step towards taking Griffiths forward as a business.

By completing this process, getting our leaders to have confidence in me, my team and our abilities to see that having an active HR department within their business is a positive move and this will make me credible within my role and also my position within the business. Whilst these all seem like big challenges I don't feel as though it is anything that can't be achieved due to the massive progress and reception, we have already seen from our stakeholders.

### References

CIPD. 2019. *Employee Engagement & Motivation | Factsheets | CIPD*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet> [Accessed 8 May 2020].

CIPD. 2019. *CIPD Profession Map*. [online] Available at: <https://www.cipd.co.uk/cipd-hr-profession/cipd-hr-profession-map/default.html> [Accessed 6 May 2020].

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