

Managing people

Assignment 2



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Part 1

1. Introduction

People are the focal point of human resources. Although significant progress made in automation and the continually growing deployment of automated technologies, it will continue to be essential for businesses to place a high value on their employees and recognise the contributions they make in the workplace (Paydata, 2019).

The CIPD profession map is an important tool for human resource professionals and it is applicable to businesses of any size and in a wide variety of industries.

2. CIPD Profession Map

In November 2018, the Chartered Institute of Personal and Development unveiled a new profession map outlining worldwide criteria for human resources professionals to use in making remarkable and substantial contributions to the world of work (CIPD, 2018).

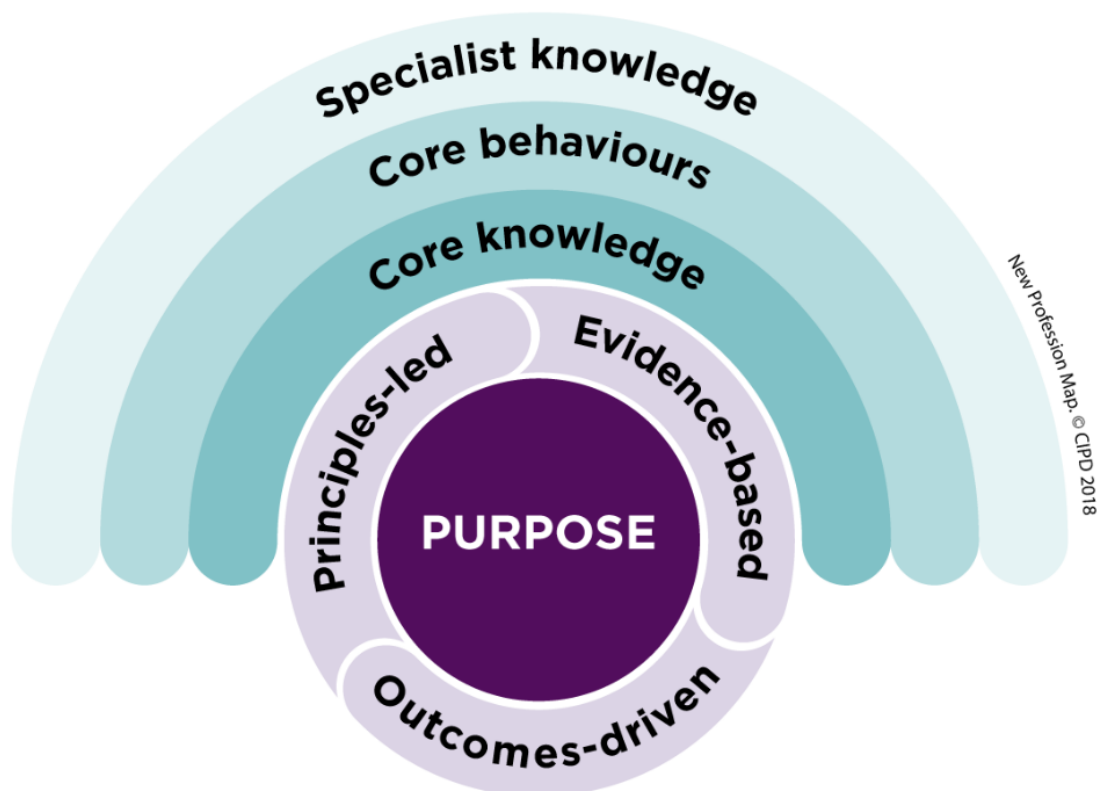


Figure 1 CIPD Profession Map (Goldsbrough, 2018)

The map provides a definition of the goal, values, and knowledge as well as the behaviours that constitute the foundation of our profession. Its primary objective is to promote improved working conditions and working lives. The map is broken down into

core and speciality sections and it has a total of 14 different core knowledge and behaviour categories. These domains are organised into four distinct impact levels, and each level describes the knowledge and behaviours that are needed of us in order to achieve and maintain that level. This indicates that we are able to recognise just what is required to create a good influence, as well as get insight into what we need to do to advance and grow further in our jobs (CIPD, 2022a).

The profession map is the one that establishes the worldwide standard for HR professionals. Using the profession map will improve the decision-making abilities, increase self-assurance, boost performance to the next level, propel change within the organisation, and move forward in professional life. The Profession Map is important for everyone if they are a part of the profession in any capacity, regardless of whether they are a member of the CIPD or not (CIPD, 2022a).

3. Importance of the behaviours

Human resource workers can benefit from the CIPD's profession map, a structure outlining the necessary skills and behaviours for success in the field. The map is regularly updated to reflect changes in the profession, and the most recent version was released in 2018 (CIPD, 2018).

The Profession Map consists of components that are common to all people professionals, such as the "purpose and values," "core knowledge," and "core behaviours," as well as components that are optional, depending on their function (Specialist knowledge) (CIPD, 2022b).

The core knowledge domains provide the theory behind the HR professional, as established by educational studies and professional involvement. They are applicable to all human resource professionals and outline everything you will need to master to be a great professional, whatever your job, industry, or expertise (CIPD, 2022a).

The key behaviours outline just what requires to be a successful HR professional in an unpredictable business environment and they are (Mayne, 2021):

- ✓ Leading with purpose
- ✓ Creating inclusive environments
- ✓ Nurturing talent
- ✓ Managing for performance
- ✓ Developing yourself and others
- ✓ Making evidence-based decisions

- ✓ Acting with integrity
- ✓ Being resilient

The behaviours are important for HR professionals as they provide guidance on how to deal with difficult situations and how to resolve conflict. The behaviours also help to build trust and respect between employees and managers.

4. Use of the map as an HR professional

Those who work in HR will find the CIPD profession map to be a very helpful tool. It describes the many positions that are available within HR, as well as the skills and expertise that are required for each function. It is a helpful instrument for those who are interested in moving into HR as well as for people who are currently working in HR but want to further their careers.

Within the CIPD framework, these three values may be found (CIPD, 2022a):

- I. Principles-led: This means that you should not blindly follow rules, but rather use your best judgment to determine the best course of action.
- II. Evidence-based: Although facts and evidence are important, they are not the only considerations. Make sure that you have considered your argument from all perspectives and that you can present it in a clear and convincing manner.
- III. Outcomes-driven: Contribute to your own well-being as well as the well-being of others both professionally and socially by advocating for improved working conditions and professional lives.

According to the Chartered Institute of Personnel and Development (CIPD 2022a), HR workers would become able to apply the profession map to develop abilities in themselves, their groups, and their companies, attain specialized knowledge in arising areas of professional practice, transform the culture of the organisation to make it more sustainable, grow your self-assurance, take more risks, and become a more crucial and reliable people professional. They will be able also to prove their worth as a person who are knowledgeable about people, collaboration and transitions.

5. Conclusion

The CIPD professional map is a great way to see what your options are regarding careers. It can help you to identify the skills and knowledge that you need to develop to progress in your chosen career. The CIPD map is also useful for HR professionals who are looking to move into a different area of HR, or for those who are considering

a career change. It can help you to identify the skills and knowledge that you need to develop to progress in your chosen career.

Employers may also benefit from using the CIPD Profession Map as a handy tool in the process of hiring new employees.

Part 2

1. Introduction

The shortage of growing skill sets needed in areas such as healthcare and care homes magnifies workforce deficits which are triggered by factors such as bad working environments, poor work balance, poor wages, constrained growth and new immigration law limitations.

Based on the current Business Barometer research, UK organisations are feeling the impact of persistent labour shortages and employment issues, with around 78% reporting diminished productivity, revenue, or growth (EDGE Foundation, 2022).

2. Skills shortages in UK public sector

Education, emergency services, healthcare, housing, garbage collection, security, and social care are all provided in the United Kingdom by the public sector.

The Public Services Committee (2022) of the House of Lords brought attention to the fact that the increased strain on all government services caused by the Covid-19 outbreak constituted clear evidence of the need for a "stronger and more sustainable" workforce. Even so, according to the committee's findings, the pandemic also demonstrated the need for more adaptable approaches to the delivery of public services.

Numerous companies are beginning to experience the effects of the pandemic as a result of the lifting of regulations governing the coronavirus in the United Kingdom.

Although the number of people employed has fallen in certain fields, including the food and hospitality industry, new roles were introduced in other fields, like the public service field. (Clark, 2022).

The United Kingdom is facing severe skills shortages, which are aggravated by Brexit, and as a consequence of the pandemic, a large number of foreign people on whom we have relied for decades to fulfil vital positions that keep the economy functioning have gone home. The UK struggle to start replacing them with domestic labour that

lacks either the skills or the will to perform a number of the more basic but crucial activities for a functional society (O'Brien, 2021).

3. Healthcare sector

The National Health Service (NHS) was founded in 1948 on the concept that everyone should have access to high-quality health care, regardless of their capacity to pay. This service is free at the point of use and is supported by public funds. The NHS offers a wide range of services, from general practitioner appointments and cancer care to specialised therapies and surgical procedures (NHS, 2013).

In most cases, the NHS lacks the necessary personnel. The latest up-to-date figures for England are from September 2022, and they reveal that there is a vacancy rate exceeding more than 7% across doctors and around 12% for nurses. (Morgan, 2022).

4. Solutions to tackle the skills shortages

The reasons for these shortages can be broken down into three distinct categories of difficulties (Morgan, 2022):

- I. Challenges in making accurate projections: The length of training for healthcare professionals is high, and by the time they enter the system, the environment has evolved which means that the time for training must be reduced.
- II. There is a pattern of undertraining in the UK: This is related to the difficulties in personnel projection, specifically the failure to foresee the amount of staff we may require with certainty, and the dependence on historical employment data as the greatest reference to future demands.
- III. Lack of international recruitment in the United Kingdom: NHS interests are not taken into account when determining immigration policy, which is instead determined for strategic and political reasons.

Some short-term and long-term strategies proposed by the Chartered Institute of Personnel and Development (CIPD, 2021) are as follows:

- ✓ Compensation and financial safety: Employers can promote employees' financial health in addition to maximising wages by providing benefits that increase the spending capacity of low-wage workers' paychecks.
- ✓ Work agreements: Employers may benefit from the adoption of non-standard contractual arrangements if they encounter variable or fluctuating requests for

services or products. They may also be appropriate for professionals who require full flexibility or who are not seeking long-term jobs.

- ✓ Recruitment process: Employers might widen their recruitment strategy even more by not requiring candidates to hold qualifications unless they have the essential abilities and potential to perform the task.
- ✓ Flexible working: Another significant strategy for businesses to recruit and, more critically, retain a more broad variety of workers is through flexible working arrangements.
- ✓ Employee interactions and welfare: Employers should make sure there are ways for workers to have their voices heard and they should work to improve the line managers with proper people management skills.
- ✓ Professional growth: Employers must also effectively communicate any career prospects to employees and recommend appropriate learning opportunities and skills development beyond their job. Also, line managers play a critical role in fostering productive workplaces that encourage growth and development among employees.

Legislators must provide the environment for businesses to invest in worker skills by utilising the taxation framework to support organizations in achieving a quicker return on their investments while ensuring that the training system is agile enough to adjust swiftly to the evolving requirements of the industry (The Open University, 2022).

5. Conclusion

In all economies across the world, the healthcare sector is suffering from a severe lack of available workers. When external shocks, like the Covid-19 outbreak, exacerbate the shortages of personnel in medical care, the vulnerability of this systemic shortfall becomes obvious.

To be able to address the skills shortage that exists within the healthcare professions in the UK, it is necessary to require politicians to increase the amount of transparency that is present in workforce forecasts, establish an independent workforce-planning organisation and acknowledge the requirement for international recruitment (Morgan, 2022).

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