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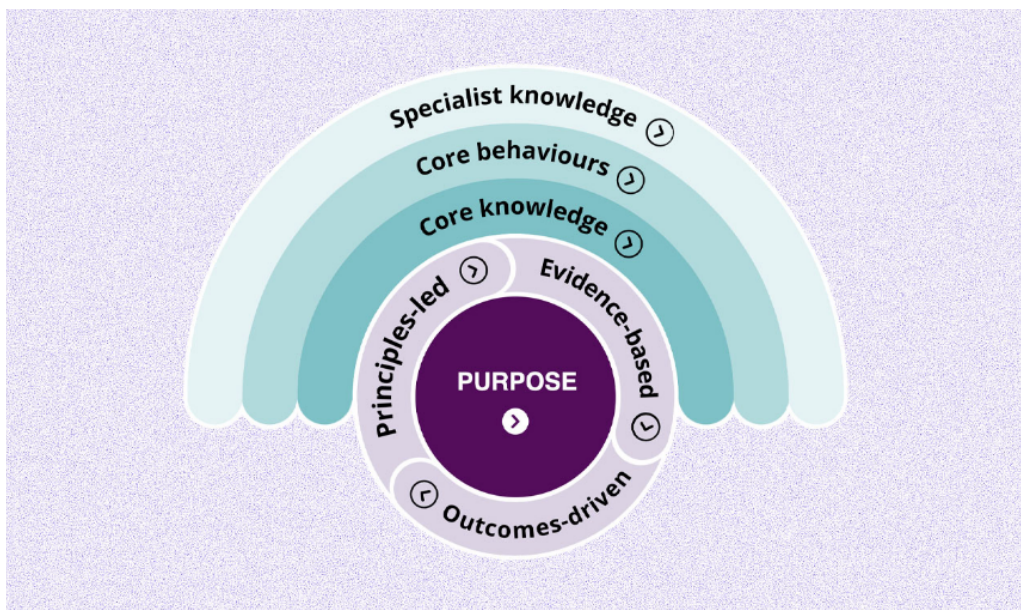
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Introduction

A Chartered Institute of Personnel Development (CIPD) professional map provides the clarity, transparency of the skills and knowledge expertise required for any grade of profession one chooses to be. It focuses on elaborating on the core knowledge, core behaviours and specialist knowledge required to create value on one hand and on the other to make an impact at work. It also makes people aware of the changing needs of the changing times, and the various skills, knowledge and behaviour required for it. This essay tries to elaborate on the importance of the core behaviours underlined in the CIPD map, how these remain effective whether a firm is small or big within the global scenario. In the second part of this essay, the reason for skill shortages in spite of high unemployment rate is explored, along with long-term labour market development in the scenario of skill shortage in the health sector of UK.



Part 1: Importance of Behaviours for HR professionals

There are about eight core behaviours that are highlighted in the CIPD Professional Map, which includes ethical practice, professional courage and influence, valuing people, working inclusively, commercial drive, passion for learning, insights focusses and last but not the least situational decision-making (CIPD The People Profession, 2022).

Improves the ethical aspects: The CIPD professional map underlines that it is very important to build trust in relationships by role-modelling ethical behaviour, while simultaneously one needs to apply and stand by ethical values and principles in decision-making practices. Ethics are the standards by which various behaviours are measured or evaluated for their level of morality- the rightness or wrongness of it (Grigoropoulos, 2019). This moral compass guides lives and helps in decision-making towards the right thing because it is the right thing to do (CIPD, 2022). Decisions affect not only one's own lives and reputation but the others around it as well. Even if the results are not positive, an ethically carried out one can help with transparency, upholding various professional values and principles to be maintained. Hippocratic Oath taken by medical students is one example of a professional ethics (Basil, 2021). Ethical codes encourage integrity, honesty, transparency, respectfulness towards whatever job one is doing, a level of objectivity as well as confidentiality and many more values essential for professional life. Thus, ethical practice improves morale, reduces risks, builds reputation and is also a foundation to good relations and financial stability in the professional world.

Improves professional courage: Professional courage and influence build up the confidence to speak proficiently and skillfully persuade others to contribute their views, engage in discussions, challenge and oppose when something is ethically wrong. This core behaviour is critical to career growth as well as personal growth (Tracy Brower, Forbes.com, 2021). Courage here does not mean an absence of fear, but doing the right thing in spite of the fear. Resolving ethical dilemmas, combating corruption requires the moral courage and leadership qualities to encourage the others to follow the same later (Sharma, 2018). Thus, in making changes, contributing ideas, influencing decisions, resisting opposition, speaking up when something is wrong or even being accountable to a mistake, it is professional courage that can build relations and reputations.

Improves team work: Valuing people as a core behaviour becomes important in a HR profession, where the people professional not only understands the work, builds a spirit and environment of work, but also strives to empathize with others, advise and coach others to bring out their best, create a culture of accountability. Valuing people and their contribution also enables to create a healthy organizational culture where personal career growth and wellbeing is also supported.

Working inclusively in this world has become very important. Not only does it mean to embrace diversity, show sensitivity and respect to diverse beliefs, opinions and practices, it also means to foster an environment where these differences are acknowledged. With new work-from-home

cultures and business across boundaries, collaboration, coordination and sharing of experiences, along with building relationships becomes very important for the HR.

Productivity improvement: Commercial drive becomes important to HR professions in UK and worldwide because it is only with this mind-set that one can demonstrate the drive to work and bring about a change. It helps in identification of customers' needs, prioritizing and focusing on strategies that will create a culture as well as deliver positive business outcomes. Motivation, responsibility and accountability are its watchwords.

There also has to be a passion for learning which displays curiosity and also creates opportunities to learn, develop skills, improve on them and innovate. This helps the firm and its people to remain up-to-date with the latest developments, encourage personal growth by reflecting on personal experiences as well as feedback, foster a culture of coaching, mentoring and questioning which promotes a learning culture.

Improves learning abilities: Evaluating evidence, creating insights and ideas becomes another core behaviour necessary for HR professionals. A constant passion for learning thus needs to be accompanied by an urge to ask questions, gather facts, analyse them, create insights and shape strategies. This shall bring the firm together and drive business growth.

All of the core values and behaviours underlined ultimately aid in building up the ability to take effective and pragmatic decisions. Considering different opinions and options, balancing and weighing them, anticipate future scenarios and outcomes, measuring the impact of decisions are all part of making one.

Application of the CIPD map on global scale

The Profession Map is said to be an international benchmark for the people profession. It not only underlines the basic values, ethics necessary to become competent in this field of career, but also can be used as a guideline to make better decisions, perform actions with confidence, bring about change within an organization as well as personal career progress (CIPD The People Profession, 2022). The core values, core behaviours and specialist knowledge underlined in the CIPD map is a guideline relevant for all, whether one is a CIPD member or not. It is designed around professional competence, the basic features necessary for the professional and not based on the size, practice or sector of any organization, thus can be applied universally.

As the professional values, ethical practices, core behaviours underlined in the map are universal in nature, HR professionals around the world can apply it. With changing times, changing professional requirements, and an ever-changing societal standard with different priorities, the CIPD map has adapted to it (Mayne, 2021). The value based-decisions supported by the CIPD map will not only aid an opportunity of career growth for the HR professional themselves, but also give the organization and employer a level of trust, a culture of collaboration and growth, while maintaining global standards.

Part 2: Skills Shortage in UK Public Sector

Skills are important to the UK economy in multiple ways, as it determines the quality of the workforce and also the labour productivity. A skilled workforce, thus helps to contribute to the growth of the economy. The number of vacancies in the UK labour market became about 1.25 million, displaying the acute demand for skills. It was in the context of the Brexit which resulted in a loss of many skilled and semi-skilled workers from the UK, and the 2020-2021 pandemic lockdowns that UK went through bringing most sectors to a grinding halt, resulted in this skill shortage (EDGE foundation, 2021). The UK shortage occupation list is a detailed jobs list declared to be short in supply from the domestic labour market (HAYS UK blog, 2022). Vacancies are spread across multiple public sector – about 42,000 in construction, 60,000 in transport, 170,000 in food and accommodation and the largest in health-care with 200,000. It was because of the pandemic, and Brexit that this skill shortage list grew extensively whereby technical occupations now qualified for a Skilled Worker visa.

The labour crisis so huge at the moment, unemployment is pretty high (youth unemployment rising to about 15% post pandemic) and the main reason attributed is a skills mismatch. England's academic heavy curriculum hinders the growth of skills like teamwork, communication etc, while also failing to equip the youth with changing economic demands in the job market (The Conversation , 2022). The reason for vacancies is thus, because of a shrink in the labour force. One reason may be the dependance on foreign labour as well in agriculture and hospitality sector in the UK.

What is required is apprenticeship/ vocational training to equip the youth of the country to become accustomed to the needs of UK's labour requirements and skills. Work-based learning is critical and can aid in long-term skill worker base development. What also needs to be done by the government is to target Britain's labour shortage geographically, some high-paying jobs require more investment in infrastructure and skill building. There also needs to be attractive packages even though public sector industries cannot provide private sector level packages. Pension plans, mental wellbeing, childcare provisions can also work as incentives (HAYS UK blog, 2022). People professionals, health sector employees also need to be inculcated with employee value propositions to emphasize on the contribution they make to society. training and flexible working hours for the workers to provide a way towards creative solution to solve the issue in the UK (The Conversation , 2022).

Thus, a supply shock in several sectors, an unattractiveness to many jobs offered within the country, attitudinal differences in employers who fail to take action against such a skill and labour shortage and lack of investment in technology and infrastructure may be few of the reasons why UK is facing such a crisis.

Long-term labour Market developments to address Skill- Shortages in Healthcare (UK)

The labour market needs to understand the shortage in skills and its reasons. The World Economic Forum's Future of Jobs Report 2020 had already predicted that 50% of all employees will need to reskill by the year 2025 (Bell & Blanchflower., 2020). Another research also

showed that UK's public sector employees lacked the basic digital skills and soft skills necessary to compete with the growing need of skills in the job sector (EDGE foundation, 2021).

In the health sector, nursing graduates had reduced by 4% leaving many vacancies in UK. With a mass exodus of health care professionals due to Brexit, along with several issues in mental health and physical health due to the pandemic, there was a huge dearth of healthcare professionals in the UK. With growing pressure on the existing staff, an ever-increasing adult population, the healthcare sector needs quick reinvigoration, as it effects the quality of health-care services and a hindrance towards retention of staff (TcGlobal, 2022).

It is with a joint effort of the Government as well as the public sector industry employers that several steps can be taken to bring about long-term labour market developments. Vocational training and apprenticeship which gives the youth not only a chance to learn but also a hands-on work experience can potentially address the skill shortage in the UK health sector. Vocational and education trained health workers can also be upskilled and allowed to shift tasks as and when required. This has already been done in some places, and research shows that in rural areas such initiatives often result in bringing innovative service delivery mechanisms (The Conversation , 2022).

What also could be done is introduce attractive packages with flexible timings to tap the 'untapped talent pools.' The care sector hit with a heavy skills shortage should try to bring back people to work who faced a burn-out post the pandemic. The employers need to understand the motivations and also create development opportunities for people to come back to work. With

low pay, poor career growth opportunities, lack of recognition, this sector is drenched in problems. What also is needed is a modification of visa restrictions to allow many people across borders to join UK's health care sector and satiate this skill shortage.

Conclusion

Core Behaviours are very essential to any profession worldwide as they form the foundation to not only personal career growth, but also facilitates the growth of the organization. The CIPD professional map underlines these behaviours which can be applied to any profession worldwide regardless of the sector and its size. This essay discusses the importance of these behavioural traits and to what extent they apply to all sectors globally. The second part of the essay focusses on the skills shortage in the UK, delving deep into the reasons despite a high unemployment rate. It also tries to identify the ways the health sector in the UK is suffering from this skills shortage and proposes ideas and solutions to overcome it.

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