

MANAGING PEOPLE

LCBB5004

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Table of contents

PART 1	3
Explain how important this behaviours are for effective HR professionals working in the UK	3
Explain to what extent that this map could be applied to HR professionals working on a global scale regardless of sectors and sizes of organisations	4
PART 2	5
Explain why do public sector in the UK is facing skills shortages despite the high unemployment rate	5
Identify and discuss long-term labour market developments to address the skills shortages in healthcare sector professions in the UK	6

PART 1

Explain how important these behaviours are for effective HR professionals working in the UK

The Chartered Institute of Personnel and Development (CIPD) has a long history and it represents the professional body for HR and L&D professionals, with representations in the United Kingdom (UK), Ireland, Asia and Middle East. The CIPD profession map has been developed to help business and HR to manage the professions. It is an international benchmark that covers 10 professional areas and presents 8 behaviours organised in 4 bands of competence in order to ensure all levels of the HR profession are covered. Band 1 represents the start of the career and moving forward band 4 represents the highest level of senior leaders. It is indicated that the fundamental purpose of the map is to have the most effective approach to work and to emphasise the role of which working individual. The core behaviours are ethical practice, professional courage and influence, valuing people, working inclusively, commercial drive, passion for learning, insights focused, situational decision-making (CIPD, 2022).

According to Logan (2009) it was a lukewarm reception for the CIPD Profession map although the map is designed to provide help to the practitioners and to help them progress career wise. The map presents skills requested for career development and the available careers for the sector of Human Resources.

According to Berry (2009) the map actually revamps the HR profession standards which is developed to serve the needs of the practitioners at all stages and delivering a comprehensive picture of the HR profession.

Currently CIPD has updated the map based on intensive research and collaborating with high number of members, business and industry experts. The behaviours presented in the current CIPD professional map are very important for the HR professional because it presents standards that can offer guidance and professionals have the tools for taking better decisions following evidence based and outcome drivers principles. It is a more innovative approach taken by CIPD for the new profession map and that gives more flexibility. The HR professionals are empowered to be confident in using the map to navigate and drive change. CIPD highlights the importance of HR professions to influence positively the work experience of each working individual (Adams, 2018).

Therefore the professionals working in the UK could assign high levels of importance for the core behaviours presented by CIPD through the profession map because there are well embraced across organisations, there are evidence based, principles based and are outcome drivers.

Explain to what extent that this map could be applied to HR professionals working on a global scale regardless of sectors and sizes of organisations

According to Robinson (2011) the CIPD map is a “benchmark for HR excellence” and it is a framework that can help towards adding value to the organisations and ensure progression at the workplace. It is suggested that the process can deliver strong performance and that could mean that it could be applied on a global scale for all types of organisations. The map provides order and gives the HR practitioners the capacity to deliver and engage effectively within the organisation. The professional areas are considered to be racial for anyone in HR specialist or generalist if it is intended career development as professionals.

The map is a framework for HR professionals to remain agile in a competitive and complex environment. CIPD encourages usage of organisational data for decision making as an emerging trend. Also it empowers the professionals to challenge organisational behaviour which are not in line with values that are professional. Further that CIPD prognoses that the model will continue to develop further with development of new areas and that can only strengthen the idea that the map can be applied on global scale (Adams, 2018).

The updated version of the map it is itself an argument for the map to be applicable to the HR professionals working on a global scale regardless of sectors and sizes of organisations. That is because the amendments were introduced because of the necessity to underpin the growing international presence. It can transcend boundaries within sectors and different organisations by looking at the impact of the HR practitioners. The focus lies on creating value and it is expected to evolve in order to remain relevant within the globalised world. This new focus is shared across organisations as well as professionalism, doing things right and acknowledging the importance of people (Acacia Learning, 2022).

PART 2

Explain why do public sector in the UK is facing skills shortages despite the high unemployment rate

According to CIPD (2022) the most common hard to fill vacancies are in healthcare, public administration and other public sectors, and construction. One of the largest organisation from the public sector is NHS. The lack of skilled staff is various and can cause problems at different levels. One of the challenges that NHS faces is a shortfall in IT skills and that can affect the implementation of required programs. There are multiple causes for the shortage related to lower pay than in private companies and other contractual elements. The severe shortage for IT skills in NHS is caused by shortage of talented people within the United Kingdom and that identifying solutions for work offshore is challenging because of the cultural differences. The suppliers were considered to be underperforming too and that could affect various programs such as privacy and confidentiality systems, improving front-line resources and contributing to the improvement of administrative tasks.(Collins, 2005).

According to Walton (2008) another part of NHS that faced skills shortage is the ultrasound specialists because the it did not exist a workforce planning for the department and the non-radiology medics not being able to get the clinical training. It is suggested that this training should be realised outside NHS as it creates a burden on the health services and that should be outsourced to skills laboratories. This shortage needs to be addressed by a national strategy in order to ensure that the demand for ultrasound specialist is met.

It has to be emphasised that NHS is a large organisation and it involves many other skills professions. The wide range of staff does not include only specialist and medical professionals, it includes cleaners, porters and care workers and the high level of threshold established by the Government is a barrier for employing needed staff. The workforce crisis is acknowledged for all departments in NHS because of rise of demand with higher number of immigrants, but is considered to be a very big challenge and risks stretching the services to breaking points. Further that the Brexit changes related to right to work in the United Kingdom has limited the recruitment and the staff retention. Therefore the immigration system developed after Brexit is considered to be one of the most important causes for the skills shortage. It is considered to be inflexible and disproportional and makes the NHS unable to recruit overseas to meet the growth of the demand (Toriesen, 2020).

Identify and discuss long-term labour market developments to address the skills shortages in healthcare sector professions in the UK

According to Hanney and Haragic (2014) the skills shortage in the healthcare sectors professions in the UK is acute because of various internal and external problems such as lack of national strategies, growth of demand for the services with ageing population and enlarged population, lack of resources, Brexit changes, stretched of the existing funds. The amount of funds that had to be increased to support the health and social care services is up to £30 bn just within the last 5 years. The Centre for Workforce Intelligence's (2015) study states that the demand for a lower skilled workforce could surpass the higher skills workforce because of the patients needs and the financial pressure on the system. This is a very important aspect in developing long-term market development to address the skills shortages in healthcare.

A proposed objective to address the shortage is to develop the system in that way where the workforce is able to provide care for patients at any life stage. For this purpose the allied health students should be allowed to apply for Student Loans to increase the number of academic trained professionals and encourage Universities to have larger numbers and reduce the shortage.

Another long-term solution is to make easier the access for internal training and acquiring new roles and opportunities. It can also be proposed the development of degree apprenticeships with existing promises from the Government to create "100,000 apprenticeship opportunities for young people to work in the Health Sector" (Hanney, Haragic, 2014) . This refers to different roles within NHS such as IT department, facilities department, domestic and housekeeping services, administration, accounting nursing, healthcare assistants. The apprenticeships are helping towards getting a foundation degree.

The NHS has acknowledged the benefits from highly skilled workforce from the European Union and that along with Brexit that created disruptions. Therefore a long term objective to address the staff shortage for healthcare sector is to ensure that there is still an easy to access market for such professions. This can be realised through immigration legislation that is flexible and allows the existing doctors and nurses to remain and work without the uncertainty of a work visa. Further that new registrants should be encouraged by immigration laws that can ensure that.

Other raised issues related to the financial constraints that can decrease job satisfaction especially for new registrants. The drop in EU specialists workforce is affecting NHS and that is accounted in some parts for dissatisfaction with employment. And that can be improved by providing opportunities and monetary rewards.

Expanding horizons is a strategy to encourage professional development looked at making available within Universities of more choices for education for healthcare provision as it has been observed that the students were not happy with existing opportunities. Therefore another long term solution would be development of courses towards progression opportunities to a range of healthcare professional degrees. Also it would be imperative to ensure multiple modes of delivery especially with Covid-19 pandemic. For this purpose partnerships between colleges and universities should be approved and robust management implemented to facilitate the transition.

The proposed long-term labour market developments to address the skills shortages in healthcare sector professions in the UK discussed above are covering different elements of the problem and present various objectives based on complex research through studies and journals. The application of the objectives would require specialist authority to implement from financial aspects, legislation and education.

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