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NIA WYN WILLIAMS



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

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Student Name: Nia Williams

Student Number: 1806523

CIPD Membership Number: 53274221

By signing below, I confirm that the work 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: *N. Williams*

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Glossary of Terms

- ATS – Application Tracking System
- CSG&CC – Coleg Sir Gar and Coleg Ceredigion
- COVID-19 – Coronavirus
- PEST - Political, Economic, Social and Technological
- SWOT – Strengths, Weaknesses, Opportunities and Threats
- TM -Talent Management
- VUCA – Volatility, Uncertainty, Complexity and Ambiguity

Executive Summary

This report relates to Coleg Sir Gar and Coleg Ceredigion (CSG&CC) that addresses the challenge **“Increasing use of technology in the recruitment process”** as identified by CIPD (2020).

The two external factors that have been evaluated within the report that is affecting talent management (TM) within CSG&CC are Economic and Technology.

Research has suggested that economic factors such as constraints of recruitment budgets, tight labour market, and the great resignation are affecting TM within organisations. Technological factors also identified include the increased of technology within the recruitment process and the increase desire for remote working.

In particular, the increase in technology has highlighted that candidates are applying for jobs with competitors who have a simpler and more effective recruitment process in place in comparison to the heavy paper-based system that is in place at CSG&CC.

The increased desire for remote working has affected CSG&CC as organisations that offer this way of working have a competitive advantage and are more appealing to work for. This impacts on attraction and retainment within the organisation (Christian, 2021).

As well as the poor use of technology within the recruitment process and no flexibility with working from home other internal factors identified are the constraints in budgets where the college is acting with caution and is trying to spend their money effectively

within the recruitment process. This has meant that over the pandemic, improvements to the recruitment process have not been made. Another internal factor identified that is impacting on TM is the HR strategy which is not fully implemented. What the strategy says about the recruitment process is different from what is actually being implemented in reality. This, therefore, is not aligning with the college strategy to be “excellent”.

From evaluating CSG&CCs HR systems and practice, it is evident that the recruitment process is heavily paper-based and involves heavy administrative duties by HR. Research has indicated that introducing more technology within the recruitment process results in an increase in accessibility for candidates, results in a speedier recruitment process, and an improved candidate experience. It also allows for organisations to attract a wider pool of applicants (CIPD, 2020), (Robinson, 2018). Therefore, based on evaluating different technologies and the advantages and disadvantages within the recruitment process, CSG&CC will implement an ATS to improve the quality of hires and speed up the recruitment cycle and enhance customer experience. This system will be implemented by PinPoint software (PinPoint, 2022). Introducing more technology into the recruitment process will help achieve the HR strategy “to deliver excellent recruitment” by developing and implementing the best candidate attraction. A recommendation for a hybrid working policy has also been made to retain employees and to make job descriptions more attractive against

competitors (Ro, 2020), (CIPD, 2021b). It will also mean that the organisation is achieving “flexibility” as part of one of the values of the college.

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1.0 Introduction

This report will relate to Coleg Sir Gar and Coleg Ceredigion (CSG&CC) that addresses the challenge “**Increasing use of technology in the recruitment process**” as identified by CIPD (2020).

CSG&CC is a Further and Higher Education college made up of seven campuses with five located in Carmarthenshire and two located in Ceredigion. There are approximately 850 employees which are made up of academic and business support staff who have various contracts such as permanent, temporary, and casual contracts. CSG&CC is a hierarchical organisation where decisions are made at the top and filtered down. The college’s mission statement is “*to be excellent, the college of choice*”.

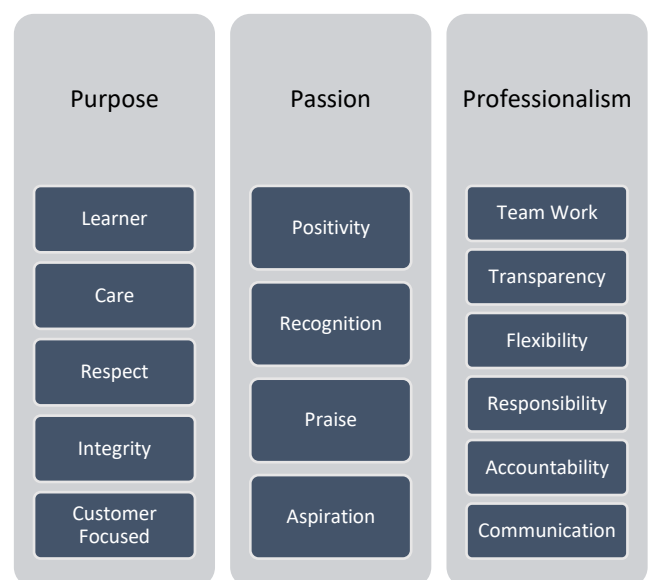


Figure 1 outlines the values and behaviours that the college champions to become “excellent” (Coleg Sir Gar, 2022).

These are outlined in job descriptions to attract the right person whose values and behaviours align with the company.

To support this, the HR strategic priorities at CSG&CC are to deliver excellent recruitment, people learning and development, internal partnership working, and

organisation performance. How these are achieved is listed in appendix 1. The HR strategy was created in 2020 but has not yet been implemented fully. The strategic priority to deliver “excellent recruitment” is to establish a strong employer brand, develop a competency framework and specification, develop workforce planning and forecasting, develop and implement best candidate attraction, deliver best practice selection techniques, provide excellent candidate experience from application to onboarding and to establish and manage a talent pool (Coleg Sir Gar, 2022).

According to Taylor (2018) resourcing activities aim to help six central HRM objectives. These include staffing, administration, performance, change management, reputation-building and promoting employee well-being. CIPD (2021d) defines talent management (TM) as “***seeking to attract, identify, develop, engage, retain and deploy individuals who are considered valuable to an organisation. It should align with business goals and strategic objectives***”. Managing TM successfully will lead to a high-performance organisation and add value to the organisation’s brand (Armstrong, 2017).

The aim of this report is:

Aim

- To analyse the concept "increase technology within recruitment" and to determine whether CSG&CC can benefit from this to improve talent management.

This report is produced for consideration by the Executive board. Formal approval will need to be given to implement the recommendations suggested to improve TM within the college.

2.0 Literature Review

CSG&CC is currently operating in a VUCA environment where there are constant, unpredictable changes emerging. To survive in this environment organisations, need to adapt and become agile to cope with unpredicted change (Adani, 2021).

- **2.0.1 External Environment**

According to CIPD (2021c) organisations need to understand external factors that influence TM especially when operating in a VUCA environment. A useful method for exploring this is through a PEST analysis (Aguilar, 1967). From undertaking this, the main factors that influence on TM at CSG&CC are Economic and Technological changes.

- **Economic**

- ***Constraint recruitment budgets***

According to CIPD (2020), the pandemic has resulted in recruitment and development budgets being increasingly constraint and it is more important than ever to ensure that the money is being spent effectively within this process. With this in mind, it means

that organisations like CSG&CC have tight budgets to invest in improvements within the recruitment process such as increasing technology.

- ***Tight labour market***

CSG&CC is operating in a tight labour market where there is an increased level of employment (Reid, 2022). According to ONS (2021b) unemployment rates in the UK are currently 4.2% which is 0.2% higher than before the pandemic and employment rates are at 75.5% which is 1.1% lower than before the pandemic. When operating in this labour market, there are not enough people with specific skills and the demand for people outstrips supply and employees have increased bargaining power (CIPD, 2021e). This is evident within CSG&CC where the college has experienced difficulty in recruiting specialist roles such as Lecturers in Health and Social Care with the current recruitment process that is in place. This corresponds with data by CIPD (2021a) where data suggests that recruitment difficulties have increased and that the proportion of employers with hard-to-fill vacancies has jumped from 39% to 47% in the last quarter of 2021. The increase in bargaining power has also been experienced where employees are demanding more in terms of autonomy, flexibility, working conditions, development opportunities, and pay. According to Christian (2021), the pandemic has also resulted in the “Great Resignation” where employees have re-evaluated their careers, work/life balance, and long-term goals. Within CSG&CC data from September 2020 – August 2021 saw 60 employees resigning in comparison to

36 employees from September 2019-August 2020 with some reasons being retirement and new job opportunities which offer more flexibility. This has impacted on retention and recruitment as employees are looking for jobs where they can have a better work-life balance and flexibility (Allen and Bryant, 2012). According to Reid (2022), it will be the most creative employers who are best able to hire and retain in the “Great Resignation” environment.

- ***Aging population***

According to ONS (2019), the UK’s population is ageing. By 2050 it is projected that one in four people in the UK will be aged 65 years and over. This impacts on TM as with age comes experience which is a benefit for organisations. According to Business Wales (2021), it is important to invest in these employees and encourage them to stay. Ways this is done within CSG&CC is through offering flexible working in terms of decreasing their hours. This will result in new employees working alongside experienced employees. Another way is through training and development. If organisations do not invest in these groups it can result in a large group retiring at once and a loss of skill and experience. The three largest age profile within CSG&CC is 51-55 (108 employees), 56-60 (104 employees) 61-65 (66 employees).

An aging population can also be affected by the increase of technology in general and within the recruitment process. Older employees are less familiar and confident with using technology compared to generation Z where preferred communication methods

differ (Mayhorn, 2012), (Hackle, 2020). Currently, CSG&CC offers training to employees around technology. This will benefit employees if they wanted to apply for internal vacancies through the use of technology.

➤ **Technological**

▪ ***Increase desire for remote working***

The increased desire to work remotely and work more flexibly can have an impact on TM (Acas, 2021). Since the pandemic and the increase in home working, people have enjoyed the flexibility of being able to work from home and not have to travel to work. According to ONS (2021), when asked about homeworking, working adults stated work-life balance was the greatest positive that came out of the pandemic. 85% of employees wanted a “hybrid” approach of both home and office working going forward and as a result, employees are seeking jobs where employers offer them this. Those organisations that do not provide this in their job descriptions will lose out to competitors that offer this new way of working. Existing employees will also want to seek employment elsewhere where flexible working is offered causing these organisations to struggle with retaining employees and surviving (Brown, 2021). According to McKinsey (2021), the future of work will be hybrid but less intensely than at the pandemic’s peak. It is important for organisations not to go back to their old ways of working but to keep elements of home working in case of other pandemics.

This will allow for a smoother transition to home working (Brown, 2021). The increased desire for home working is affecting CSG&CC as this type of working has now disappeared since COVID-19 restrictions have eased. This has brought challenges that will be explored under section 2.0.2.

- ***Increase in AI***

The increase in Artificial Intelligence (AI), and robots has also impacted TM as it means that they can now perform roles that are easier to perform such as administrative jobs (PricewaterhouseCoopers, 2017). According to McKinsey (2017), automation will displace between 400-800 million jobs by 2030 which means that these people will need to retrain to harder performed jobs such as Lecturers where it is harder for automation to replicate. It is important CSG&CC develop and invest in these people through short- and long-term courses so they can retrain to harder performed jobs in the future. If these people do not retrain it could result in redundancies with CSG&CC as AI will replace them. This is seen in most organisations in recruitment where technology and AI are increasing within the process removing the need for humans to perform tasks such as application screening.

▪ ***Increase of technology in recruitment***

Organisations are now focusing on increasing technology in their recruitment to keep up with labour market changes and to gain a competitive advantage.

In the public sector the top effective attraction methods in 2020 according to CIPD (2020) were:

- Recruitment/search consultants – 75%
- Own corporate website – 65%
- Professional networking sites for example LinkedIn – 62%
- Internal advertising to existing talent pool – 63%
- Commercial job boards – 58%

The top methods used to select applicants in 2020 were:

- Previous work history/experience – 89%
- Through CV/Application screening – 78%
- Competency-based interviews – 76%

There is less interest in using methods such as personality/psychological questionnaires (35%) assessment centres (32%) and gamification (2%) in their selection methods.

Overall the top use of technologies in the recruitment process in 2020 were:

- Video or Skype interviews - 68%
- Telephone interviews – 65%
- Applicant tracking systems – 43%
- Online tests/assessments – 35%

Google is an organisation that makes extensive use of technology within its recruitment process. Some ways they use this is through online assessments, virtual chats over the phone or video, and application tracking systems to simplify the hiring process (Google, 2022), (Kalibrr, 2016).

The increase of technology in recruitment has had an impact on TM within CSG&CC as it has meant that candidates are applying for jobs with competitors who have a simpler and more effective recruitment process in place. The current process at CSG&CC will be explored in detail in section 2.0.3.

- **2.0.2 Internal environment**

The external environment has helped to identify the internal factors that are affecting TM within CSG&CC. A useful method to identify these factors is through a SWOT analysis. Figure 2 is a SWOT analysis identifying internal factors that effects CSG&CC resourcing and TM (BBC, 2022).



Figure 2 - SWOT analysis on CSG&CC

- ***Little use of technology within recruitment***

The main internal factor affecting TM within CSG&CC is that the college makes little use of technology within the recruitment process. The recruitment process currently is heavily paper-based, the onboarding process is outdated, there is poor candidate experience throughout and there is no ability to talent pool. The current process in place may impact attracting and recruiting candidates and it can lead to poor candidate experience and could impact on retention in the organisation.

- ***Decrease in recruitment budget***

As identified by external factors (CIPD, 2020), budgets within CSG&CC decreased during the pandemic and the main focus was on survival. Now that restrictions are easing and COVID-19 cases are reducing, budgets for recruitment are slightly

increasing within the college. CSG&CC is still acting with caution and is trying to effectively spend this money. This has therefore had implications on improving the recruitment process.

- ***HR Strategy not implemented***

Another internal factor that is affecting TM within the college is the HR strategy (Appendix 1). This was developed in September 2020 which details how HR will improve the recruitment process. This strategy has not been implemented which means that what recruitment does in practice is not aligning with the HR strategy which does not support the overall organisations strategy (XpertHR, 2021). The HR strategy is to make use of more technology in our recruitment process which is not what is happening in reality.

- ***Lack of flexibility***

During the pandemic working from home was greatly welcomed and employee feedback suggested that they wanted this to continue as it allowed them to have a better work-life balance. Now that COVID-19 is more controlled and organisations have re-opened, CSG&CC's expectation since September 2021 is for all staff to be back on site. Since this requirement, there has been an increase in turnover and an increase in sickness. With more people leaving this has impacted recruitment. It has also been impacted as the number of candidates applying for roles has decreased.

Not allowing for a hybrid working approach is not attractive to applicants when competitors are offering this new way of working. This results in lower applications and makes the process difficult to fill roles (The Economist, 2022).

The organisation values and behaviours are currently not aligning with what the organisations do in practice as one value is “flexibility”. Not offering a hybrid approach to working could mean that we are missing out on the best talent for the organisation and competitors that do offer this are gaining a competitive advantage (pwc, 2021).

- **2.0.3 CSG&CC HR systems and practices**

Research has suggested that the main challenges of the future of work for CSG&CC are the increased use of technology within the recruitment process and the increasing desire for home/hybrid working (McKinsey, 2021). Below is an analysis of the current process/practices CSG&CC has in place for the two. Currently, CSG&CC are not meeting the challenges of the future of work.

- ***Recruitment process***

According to CIPD (2021f), it is important to have good recruitment within organisations to have an impact on longer-term issues such as employer brand, performance, and future skills development. Recruitment and resourcing involve attracting and selecting individuals into a job role. Recruiting the right individual is

crucial for organisations that need people with the right skills and capabilities to deliver their goals (Ridding, 2019).

Within CSG&CC the recruitment process is heavy on administrative tasks such as:

- Preparing job packs
- Advertising on social media (indeed, FE Jobs, college website)
- Tracking equality and diversity statistics
- Preparing shortlisting criteria
- Creating contract and offer letter
- Sending out a starter pack including DBS information
- Requesting references by email or by post.

This process involves very little technology. The only technology that the organisation uses is advertising on social media, job boards such as FE jobs, and on the college website which were some of the effective ways to attract candidates in 2020. The recruitment processes overall is very dated in comparison to organisations that are making use of more technology in recruitment. According to CIPD (2021f), candidate experience is a key part of resourcing. They must experience a good recruitment process.

An example of an organisation that uses technology to engage with top talent within its recruitment process is Dominos. Dominos make use of gamification where candidates are asked to create their own pizza to examine their creativity and innovation. This ensures that the organisation assesses the individual through real game to ensure that they are the right person for the job (Living Theorists, 2021).

Swansea University is another example of an organisation that uses technology within its recruitment process. The university has an online application form where the applicant can save their progress as they go or reuse a previous application. This online form also contains sections such as referees where the system will automatically send references out to those nominated (Swansea University, 2022). This is the opposite to CSG&CC where the college has a word document application form and referees have to be requested manually by HR.

CSG&CC's main issue with recruitment is the length of time it takes from advertising to getting the employee on board as it involves a huge number of administrative tasks by HR which can delay the process. This demonstrates how paper-based the recruitment process is.

- ***Hybrid working policy***

According to Ro (2020), a blend of home and office working (hybrid) is seen as most productive and is the future of work after the pandemic. Hybrid working is the new way of working as research suggests that it has a positive impact on employee motivation, commitment, and engagement (Powell, 2021). According to CIPD (2021b), if organisations do not explore hybrid working options, their competitors may be willing to do so, something that could deprive the organisation of valuable members of staff. A hybrid working policy would outline how processes work and how to make a hybrid working request etc within organisations (Acas, 2022).

2.0.4 Advantages and Disadvantages of technology in recruitment

As research has suggested, organisations are increasing technology within the recruitment process. It is important to analyse the advantages and disadvantages of some of these methods in the recruitment process and to determine which methods CSG&CC could implement to improve TM.

- ***Social Media***

CSG&CC currently utilise social media to market their vacancies. Social media is a cheap way to reach large audiences. It also attracts people that are not necessarily looking for a vacancy to seek more information (Aldridge, 2020). LinkedIn in particular provides employers with an opportunity to open up direct channels of communication about job opportunities with target groups of candidates and to build relationships with them (CIPD, 2017). There are some disadvantages to advertising on social media as posts can generate negative comments and social media may not always be the best way to advertise to attract certain candidates (Aldridge, 2020). CSG&CC should continue with this way of advertising as it is one of the top effective selection methods by organisations (62%) (CIPD, 2020). It should also be continued as 41% of applicants stated that they saw the vacancy being advertised through social media within CSG&CC.

- ***Application Tracking system (ATS)***

ATS can help reduce time spent with administrative tasks as it can post to multiple job boards, track candidate applications, notify candidates individually, schedule interviews and interview feedback, and schedule references without having to do it manually (CIPD, 2021f).

The system can also screen CV/applications and filter out candidates that do not meet the minimum requirements. This system improves the quality of hire and speeds up the recruitment cycle which boosts employer brand and enhances the experience. It means that onboarding is improved as candidates will be able to start quicker. Implementing this type of system is expensive and is only beneficial if an organisation receives a high number of applications (CIPD, 2021f).

In some organisations, the system is used mainly to screen out applications that do not meet the job expectations by removing applications that do not include specific words. By doing this it could mean that organisations can miss out on good applicants (CIPD, 2021f). It can also lead to discrimination against good candidates (Mullins, 2021).

Companies such as Pinpoint is an example of a system that helps organisations to attract, hire and retain top talent. Organisations such as M&S, Burger King, and Costa use Pinpoint. Pinpoint's main features are a job board marketplace, branded career

site, recruitment agency portal, recruitment advertising, employee referrals, talent pools, interview scheduling, candidate profiles, and video interviewing (PinPoint, 2022). According to PinPoint (2022), the benefits of the system is that it attracts more of the right candidates, makes hires faster, offers a better candidate experience, HR will spend less time on recruitment admin, improves the diversity of the candidates the organisation attracts and hires, reduces recruitment costs, reduces reliance on recruitment agencies, and it makes data-driven decisions.

- ***Gamification***

Gamification is when organisations use game activities to test job applicants' ability to do certain tasks as used within Dominos. It can be beneficial as the organisation can see how someone reacts in different types of situations. Gamification can include computer games and simulations. There are disadvantages to this as only 2% of organisations in the UK have adopted this in their selection process and not much research has been done on the effectiveness of these game-based selection techniques (CIPD, 2017), Hawkes et al (2018).

Overall the benefits outlined in the CIPD (2020) report suggested that the use of technology in the recruitment process has resulted in increasing accessibility for candidates, resulted in a speedier recruitment process, and an improved candidate experience. For many organisations, technology has allowed them to attract a wider

pool of applicants, both suitable and unsuitable. This corresponds with research produced by Robinson (2018). According to CIPD (2021e), technology recruitment solutions must be tested to avoid bias, discrimination, and GDPR and must be deployed to ensure that they are not disadvantaging candidates and that they are accessible. Some ways that this can be done is through continually evaluating and improving the technology and by asking candidates for feedback and acting on that feedback. It is important to review the impact of the use of technology in recruitment on the diversity of the hires and the number of suitable versus unsuitable candidates of positions within the college (Mullins, 2021).

When evaluating the process that is in place at CSG&CC against the benefits of the increasing technology in the recruitment process, CSG&CC must make use of technology more to compete with competitors, to make sure that the right person is selected for the role and to provide a better applicant experience (CIPD, 2021d). Currently, CSG&CC makes use of social media, website and, job boards at the attraction stage but does not make use of any other technology within the process. Although some methods are not suitable for CSG&CC such as gamification because of the lack of research into the effectiveness of them, CSG&CC could benefit significantly from the implementation of an ATS.

3.0 Conclusion

External factors highlighted that there is an increased desire in employees wanting to continue home working after the pandemic (Christian, 2021). Employees highlighted that working from home allowed them to have a better work-life balance (Acas, 2021). Since COVID-19 restrictions have eased, CSG&CC asked for all employees to return to work which has impacted the organisation as it has increased sickness and turnover rates. There is an increase in people resigning as they have re-evaluated their lives after the pandemic and are seeking employment elsewhere where other organisations are allowing for employees to work from home (Christian, 2021). This has a direct impact on recruitment as job descriptions are not attractive compared to competitors. Employees have now got more bargaining power to demand things like flexible working because of the labour market that organisations are now operating in (ONS, 2021a).

To address this issue, a hybrid working policy should be considered to retain employees and to make job descriptions more attractive against competitors (Ro, 2020), (CIPD, 2021b). It will also mean that the organisation is achieving “flexibility” as part of one of the values of the college. This will be further explored in section 4.0.

Secondly, external factors highlighted the increase of technology within the recruitment process and the methods used by organisations. Research has indicated that introducing more technology within the recruitment process results in an increase

in accessibility for candidates, results in a speedier recruitment process, and an improved candidate experience. It also allows for organisations to attract a wider pool of applicants (CIPD, 2020), (Robinson, 2018).

Internally, CSG&CC's recruitment is heavily paper-based and involves heavy administrative duties by HR. CSG&CC should consider implementing more technology within the recruitment process such as an ATS to improve the quality of hires and speed up the recruitment cycle and enhance customer experience. This again will be further explored in section 4.0.

Introducing more technology into the recruitment process will help achieve the HR strategy "to deliver excellent recruitment" by developing and implementing the best candidate attraction.

4.0 Recommendations

Appendix 2 outlines an action plan for the following recommendations:

4.1 Hybrid working policy

External research has indicated that the future of work is hybrid working (Ro, 2020).

Internal questionnaires have indicated that employees want to continue with elements of home working going forward because of the benefits it brings to both the employee and the organisation as identified by Powell (2021). Organisations that offer home/hybrid working as part of their job descriptions are more attractive to candidates.

As mentioned, CSG&CC does not offer this which impacts on attraction and retention as employees are leaving to organisations that do offer this new way of working.

A hybrid working policy should be implemented with guidance and advice from ACAS (2022) on how to create for the organisation. I will work alongside the Executive Team, HR colleagues, and Unions to implement this policy. There are no costs in producing the policy other than the time invested in creating the policy from all parties involved. The costs involved are minimal in comparison to the long-term benefit and cost savings it will bring to the organisation. It will mean that the job will be attractive, employees will be able to have a work-life balance, turnover rates and absenteeism rates will be improved (Powell, 2021). This will be implemented in September 2022. To evaluate the effectiveness of the hybrid policy a satisfaction survey will be distributed to employees. This will be evaluated in December 2022. The purpose of the hybrid policy is to make vacancies attractive, to contribute to employee happiness which will lead to employees being more satisfied leading them to stay longer. To determine if the policy is successful, candidate attraction should become easier and more candidates should apply, turnover rates and sickness rates should decrease. This will be evaluated in December 2022. Implementing this policy will also align with the values and behaviours of the organisation with “flexibility” as currently this is not being delivered in practice.

4.2 ATS – PinPoint

External factors have highlighted the increase of technology within the recruitment process and the methods used by organisations. CSG&CC's current recruitment is heavily paper-based and involves heavy administrative duties by HR. CSG&CC needs to implement an ATS to help with this and to improve the quality of hire and speed up the recruitment cycle and enhance customer experience.

PinPoint recruitment software should be implemented because the benefits of the system outweigh the drawbacks. According to PinPoint (2022), the benefits of the system is that it attracts more of the right candidates, makes hires faster, offers a better candidate experience, HR will spend less time on recruitment admin, improves the diversity of the candidates the organisation attracts and hires, reduces recruitment costs, reduces reliance on recruitment agencies and it makes data-driven decisions.

Pinpoint's main features are a job board marketplace, branded career site, recruitment agency portal, recruitment advertising, employee referrals, talent pools, interview scheduling, candidate profiles, and video interviewing. This system will also include an online application form that will be similar to competitors such as Swansea University (Swansea University, 2022).

Having this in place will speed up the current recruitment cycle and enhance customer experience. A demonstration of the system can be given by PinPoint for HR for free where they demonstrate how the system works over Zoom. This will be organised for

March 2022. I will be responsible for organising this to get buy-in from my HR colleagues and then I will be responsible for making a pitch to the Executive Board to get buy-in and to justify the cost against the long-term benefits that the system will have. The cost to implement the system is £10,000 per year with no setup costs. Included in this price is software updates, support, and training to set up the system (PinPoint, 2022). Although this is expensive and budgets for recruitment have been scaled back in recent years because of the pandemic, implementing this system will have long-term benefits and, cost savings such as turnover rates will be reduced. Currently, the college advertises on FE jobs which is £8,000 a year (FE Jobs, 2022). The idea is to stop using this as included in PinPoint's software is the ability to advertise on 1,450 job boards including FE Jobs. This is included in the £10,000 fee. This will mean that the college will be only spending £2000 extra a year to implement PinPoint instead of FE Jobs. It is also an effective way to spend the recruitment budget. I would like to implement this system by September 2022 which is a new academic calendar year allowing for work to be made on it over the summer. This system should be implemented alongside the current process of advertising on social media and the website. Implementing this system will align with the HR strategy of delivering excellent recruitment and candidate experience and it will align with the overall organisation's strategy in "achieving excellence" (Coleg Sir Gar, 2022).

As mentioned previously, when implementing this system it is important to test to ensure that the system is not disadvantaging candidates and that it is easily accessible (CIPD, 2020). A focus group should be used to gather feedback from the system and to help to identify ways of improving. It is also important to continually evaluate and improve the ATS by asking candidates for feedback and acting on that feedback. It is also important to review the impact that ATS will have on the diversity of hires within CSG&CC in comparison to previous years (CIPD, 2020).

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6.0 Appendix

Appendix 1 – HR Strategy

- ▶ **Enabling People;**
- ▶ **Supporting Operations;**
- ▶ **Protecting the College;**

PURPOSE

- ▶ We will attract and recruit the best staff across ALL roles;
- ▶ We will aim to develop all staff, providing opportunities for them to grow in both their current role and in their career;
- ▶ We will engage and provide expert, specialist support on all people matters, reaching into the heart of all core operations;
- ▶ We will partner with all academic and business departments;
- ▶ We will support and champion the College core values and behaviours;
- ▶ We will build and maintain accurate people data using current, fit for purpose information systems in order to inform strategic and operational decisions;
- ▶ We will champion the wellbeing of all staff;
- ▶ We will maintain and grow our professional knowledge and capability to ensure expert support and guidance;
- ▶ We will connect across the sector and profession to ensure cutting edge innovation and practice in HR services;
- ▶ We will partner with external experts to protect the College;
- ▶ We will add value throughout the employee lifecycle to deliver organisational resilience by optimising the effectiveness of our people.

VISION

- ▶ **Excellent Recruitment**
- ▶ **People Learning and Development**
- ▶ **Internal Partnership Working**
- ▶ **Organisation Performance**

STRATEGIC PRIORITIES

- ▶ Establish a strong employer brand
- ▶ Develop competency framework and specifications
- ▶ Develop workforce planning and forecasting
- ▶ Develop and implement best candidate attraction
- ▶ Deliver best practice selection techniques
- ▶ Provide excellent candidate experience from application to onboarding
- ▶ Establish and manage talent pool

EXCELLENT RECRUITMENT

- ▶ Conduct needs analysis based on strategic objectives
- ▶ Identify talent for succession and organisation sustainability
- ▶ Identify skills gaps vs competency framework
- ▶ Map trends to develop initiatives using a range of training approaches
- ▶ Evaluate and review impact
- ▶ Develop all staff wellbeing approach to support resilience and realise potential

PEOPLE LEARNING AND DEVELOPMENT

- ▶ Integrate and partner with all academic and support departments
- ▶ Work closely with managers to deliver immediate operational solutions
- ▶ Pre-empt operational problems and identify trends and opportunities for organisation wide improvements

INTERNAL PARTNERSHIP WORKING

- ▶ Identify and implement future HR Structure to support organisation strategy
- ▶ Provide comprehensive and detailed transactional HR support throughout the employee lifecycle
- ▶ Provide professional advice and support on all people matters to both Managers and Staff and provide point of reference for all policies, processes and procedures
- ▶ Establish and maintain working quality data hub, create analytics to enable data insights which will inform strategic and operational decisions

ORGANISATION PERFORMANCE

Appendix 2 – Action Plan

Recommendation	Training	Provider	Training Type and location	Person responsible to organise	Participants	Cost	Completed by	Strategic Impact
Application Tracking System – PinPoint	Training on PinPoint software	PinPoint	Demonstration of system over Zoom	NW responsible to organise demonstration for HR colleagues for March 2022.	HR Colleagues	£10,000 per year with no setup costs. Included in this price is software updates, support and training to set up the system.	September 2022	Pinpoint's main features are a job board marketplace, branded career site, recruitment agency portal, recruitment advertising, employee referrals, talent pools, interview scheduling, candidate profiles, and video interviewing. This system will also include an online

								application form that will be similar to competitors such as Swansea University. Implementing this system will align with the HR strategy of delivering excellent recruitment and candidate experience and it will align with the overall organisation's strategy in "achieving excellence"
Hybrid Working policy	Advice and guidance from ACAS on how to create a hybrid	Acas	NA	NW to work alongside HR colleagues, Executive Team and Unions to	NA	There are no costs in producing the policy other than the time	September 2022	The purpose of the hybrid policy is to make vacancies attractive, to

	working policy.			create hybrid working policy.		invested in creating the policy from all parties involved. The costs involved are minimal in comparison to the long-term benefit and cost savings it will bring to the organisation. It will mean that the job will be attractive, employees will be able to have a work-life balance, turnover rates and absenteeism rates will be improved (Powell, 2021).	contribute to employee happiness which will lead to employees being more satisfied leading them to stay longer. To determine if the policy is successful, candidate attraction should become easier and more candidates should apply, turnover rates and sickness rates should decrease. This will be evaluated in December 2022. Implementing this policy will also align with the values and behaviours of the
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								organisation with “flexibility” as currently this is not being delivered in practice.
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