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ASSESSMENT 2

**CIPD PROFESSION MAP AND
PUBLIC SECTOR SKILLS SHORTAGE**

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MANAGING PEOPLE

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INTRODUCTION

Human Resources represents all individuals that are contributing directly to the organization's targets and development, and the only department responsible for directing and allocating all other resources to produce goods and services. To be successful, companies need to have effective and efficient Human Resource Management (HRM) systems in place to manage their people.

Human Resources Management is extremely complex, and, in the past decades, it has become an extremely vital department in an organisation, whose main purpose is to ensure that the employees are working towards achieving company's objectives, to develop and maintain better relationships between all employees, eliminate conflicts that may arise between managers and subordinates, create strategies and policies to coordinate, develop and maintain a stable, strong skilled workforce, while optimising resources to achieve better outcomes for its employees.

According to Armstrong (2003), Human Resource Management (HRM) is a strategic department that holds employees both directly and indirectly accountable for the company's achievements, its primary goals is to assist organisations in achieving success through their people.

Bratton and Gold (2017, p. 3) define Human Resources Management as all activities and methodologies intended to regulate employees' work and coordinate staffing, therefor providing "labour market flexibility". As a result, the techniques used by hiring and retention specialists today differ according to the interests of organisations and their current needs.

There are numerous theories and models that can be used to develop HR professionals, and many follow these principles without questioning their value, resulting in poor decisions, therefor it is necessary to acquire and adopt specific

knowledge, skills, and behaviours in order to contribute to company's success and provide effective HR services in every aspect of their jobs.

To combat this, the CIPD (Chartered Institute of Personnel and Development) has created the world's first HR Profession Map to define HR Professional standards and continuously update it to highlight how values-based decision making can have a greater impact than generic best practices, assisting in the creation of positive change in workplaces around the world.

IMPORTANCE OF CIPD MAP CORE BEHAVIOURS

FOR HR PROFESSIONALS

CIPD created the map to give HR professionals a way to compare their skills and experience to a set of ideals and work to develop themselves in line with this to improve the effectiveness of the HR function. The CIPD's profession map defines the HR profession in this way.



Because people management involves developing and implementing appropriate hiring techniques, those responsible for it might encounter difficulties in their work and, according to Nasir (2017), these issues include communication problems between HR specialists and job seekers, insufficiently developed retention schemes for talented employees, and a few other outcomes. Furthermore, the author identifies promoting organisational culture as one of the difficulties often encountered in a company (Nasir 2017).

Boon et al. (2018), emphasises that competent workforce management is the main factor resulting in costs reduction by allocating optimal timescale and resources for employee training. The author also mentions that business organisations will not face legal actions or challenges that might arise from employees' complaints regarding improper working conditions.

HR professionals can be generalist practitioners or specialised in a specific department such as payroll, employment benefits, recruitment, or L&D (Learning and Development). As a common practice, most HR professionals start their careers as generalists to gain the skills and proper understanding of how a business operates before applying the knowledge to their preferred department of practice. According to CIPD research and reports, "HR Practitioners have a slightly stronger sense of identification with the organisation than with the profession" (Baczor and Zheltoukhove, 2017).

For an HR practitioner, the CIPD is the main frame to learn and develop necessary behaviours, knowledge, and activities according to the map aimed in addressing the required business needs. The map also assists HR professionals in gaining the skills and knowledge required to become a member of the professional body, and it represents the foundation for the profession by providing eight behaviours, four bands, and ten professional areas for various HR roles. Luckily, the CIPD profession map is malleable, so they can choose what to focus on based on their career development plans, accountability level in the role given, and area of work.

At the heart of the CIPD profession map are three core elements regarded by HR professionals as beneficial as they are strongly related to the profession: Insight, Strategy and Solutions, and Leading HR, and employee engagement is regarded as an addition to these elements which serve as the foundation for developing excellent HR capability, regardless of career stage, position, or place of work. These characteristics also generate and provide solutions and

perspectives based on a strong knowledge of the business's internal and external environment and challenges and enable HR professionals to reflect and find solution to a certain problem, through high level of critical and analytical thinking.

The professional core of employee engagement assists HRM in developing strategies and internal policies to enable all employees to understand them and create positive experiences in the workplace, while providing the tools to ensure that they demonstrate excellent personal work ethics in their roles and that the relationships at work are positive and appropriate. To excel in the employee engagement achievements, HR professionals has to promote collaboration and lead by example as a skilled role model.

APPLYING CIPD MAP CORE BEHAVIOURS GLOBALLY

In a world that is moving fast forward towards globalisation and major corporations operating subsidiaries in different countries as well as developing and maintain business relationships with companies from different countries, the employment environment evolved internationally, and HR standards aligned to reflect these trends. Therefor, CIPD profession map became the international standard for Human Resources Management and practitioners in developing HR policies and plans within an organization, providing the benchmark for recruitment and hiring process, as well as workforce development and effort to achieve business goals by adding value to human resources and creating harmony between departments and encouraging good collaboration.

The CIPD map is an instrument used by HR professionals to direct their operations in an organisation and their relationships with stakeholders. The map is strategically designed to guide the entire process, from recruitment to induction and interaction with all stakeholders. As a result of using the HR profession map, an opportunity for generating sufficient information on all critical areas that guide their operations is created. As a result, it contributes to HR professionals being properly positioned in the overall business image.

The map incorporates knowledge, skills, and behaviours that can be utilised by HR professionals globally and in all aspects of business environment resulting in successfully implementing effective HR tasks. It is composed by eight behaviours, ten professional areas, and four professional competence bands in total. Band 1 is related to services provision, support, and information, band 2 regards human resources issues and professional jobs, while band 3 is the framework for cooperation and consultancy, and band 4 focuses on people, stakeholders, and employee management. (Stanford, 2013, p. 132)

In general, HRM plays an important role in professional environment development and support by implementing efficient skills planning, entrepreneurial development, design, and sharing information resulting in efficient service and operational achievements relevant to organisations, taking into consideration the employment demands and market trends, incorporating diversity inclusion through analytical skills, a desire for change, curiosity, and courage, among other things. (Stanford, 2013, p. 33).

The HR professionals can use their knowledge to develop team leaders by enhancing their knowledge and skills, engage all stakeholders in critical analyses, strategies, and solutions in specific regional segments. This can be achieved by actively participating in meetings and being constantly updated on the potential changing dynamics in jobs responsibilities, as well as comparing their strengths and weaknesses in a specific market area.

Nevertheless, HR professionals must play an active role in ensuring that the policies and procedures adhere to the core behaviours by assuming high levels of empowerment, which can be applied throughout entire profession and specific departments by proving high ethical standards and performance.

Furthermore, the profession map can be used to define or create guidelines at individual, team, function, and organizational levels by implementing positive changes through policies and procedures applicable in a wide range of professions and skills, adaptable in specific market segments and in accordance with the local regulations and cultures.

SKILL SHORTAGES IN PUBLIC SECTOR

In the recent labour market, the effects of recession, employment difficulties, skills becoming rapidly outdated, and staff performing in positions that fail allow them to enhance their skills are all examples of skills shortages and circumstances in which skill offer and demand are consistently unequal. Therefore, policies that tackle the discrepancies could help alleviate the social and economic costs associated with obsolete skills and employment potential.

An acute reduction in the workforce due to EU nationals leaving UK for their native countries represents a significant impact, which may aggravate employers' difficulties in recruiting new staff members, as some statistics show that the number of EU workers fell by 300,000 during the first lockdown (ONS).

According to CPID, upskilling existing staff (47%), and by raising pay (44%), is the most common response to difficult-to-fill vacancies, up from 29% in the previous quarter. However, fewer employers (24%) intend to raise wages in the future in response to difficult-to-fill vacancies (CIPD, 2022).

Employers that are operating in construction industry and trades, as well as health and social care, public services, are confronting with extremely difficult hiring problems amplified by Brexit effects and the loss of a considerable number of skilled and semi-skilled professionals, resulting in a labour market that is proving to be very challenging for companies, especially those in the public sector who have historically found it more difficult to ensure competitive salaries for their employees.

After lockdown, when the economy started to recover and new job vacancies reached record highs, employers found themselves in the position of needing more workers, but many older skilled ones had retired or opted for early retirement, while younger people pursued higher education, and thousands of

people with long-term illnesses and vulnerabilities had chosen not to work for fear of Covid-19 and its devastating.

Furthermore, lack of investment in the UK's training system have resulted in a shortage of internal skills in key public sectors, and recent efforts are still to provide beneficial outcomes, while recruiting skilled people from abroad became increasingly difficult since the end of free movement for EU workers and the tightening of rules for foreign workers coming to the UK.

Many public sectors, especially in NHS and other health and care services, depend greatly on foreign labour, and the pandemic and the effects of Brexit are slowing up by an acute crisis in lack of workers and hard to fill job vacancies, while latest employment market offers from private sector such as remote and flexible working, higher pay and better working conditions determined long term employees to leave their positions and pursue new job opportunities.

MARKET SOLUTIONS TO ADDRESS THE SKILLS SHORTAGES IN HEALTHCARE SECTOR PROFESSIONS IN UK

There is no doubt an acute necessity for healthcare sector to find and adopt long-term solutions to the everlasting necessity of skilled workers and overcome shortages that is impacting the level of services for its stakeholders.

It is well known that employees are valuing more having meaningful, therefore job roles should be focused on delivering significance and meaningful work through policies and procedures, while developing innovative solutions such as attractive pay packages, provide training and flexible working, as well as local and national authorities ensuring enough local supply of affordable housing, in order to assist places that need more workers.

Although appreciating the positive impact they have in other people's lives, public sector employees who work directly with the public, such as nurses or health and social care workers, are finding difficult to assess their contribution and acquiring the necessary skill sets for their job purpose can be challenging. Therefor the HRM should focus on developing strategies to provide training and knowledge of how successfully complete tasks to deliver vital services to the people who need them most.

With the current economic status and cost of living costs increasing significantly, jobseekers are looking for better opportunities and robust job, and employers should focus on attracting new employees by creating attractive and clear job description, a clear career pathway and development as well as various payments benefits such as extra pay for overtime, paid sickness and maternity leave.

To anticipate the future of the labour market in healthcare sector, including what kinds of vacancies will be required and what levels of education and training may be necessary, it is crucial to develop and implement procedures capable of predicting future skill demands, including forecasting or predictions.

In terms of immigration, a better understanding and assessment regarding the shortage skills in the public healthcare sector should lead to simpler and more relaxed eligibility criteria for work visas and reducing immigration fees. These measures should enable more foreign workers to cover skill shortages, while ensuring a high level of professional services.

CONCLUSIONS

HRM's role has changed considerably over the years. The HR department is expected to detach itself from employee control and direction and towards defining goals and career paths, as well as providing supportive and growth-oriented environment, while focusing on the factors that are influencing the future of HRM, emerging trends in the twenty-first century and various types of HR department functions.

Employee recruitment and retention are critical tasks in today's business environment, and developing the necessary methods is critical in order to keep companies running smoothly.

One of the outcomes of implementing appropriate personnel management approaches is the development of employees' professional competencies. Factors influencing the quality of HR professionals workload can vary and adhering to current organisational needs while allocating resources competently is the key to productive communication between managers and subordinates. To ensure a stable operating mode and prevent the deterioration of production results due to improperly planned HR activities, it is critical to overcome the challenges caused by various factors on time.

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