

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Resourcing and Talent Planning – Understanding.

Activity 1, 2 & 3 - On the Job Training

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Date: 19/04/2021

On the Job training

- 1. Talk to your line manager or other relevant person to thoroughly understand how your organisation's approach to succession planning has changed. If possible, be a part of discussions on succession planning. 500 words.**

I recently met with my line manager, to understand Bluestones approach to succession planning and understand how it has evolved over the years. During this conversation we talked about how succession planning in the early days of Bluestone wasn't considered as much as it is now. When people with certain skills and qualifications left the business Bluestone realized that replacing certain job roles and skills could be particularly difficult, especially with Pembrokeshire's demographic pool.

Some roles that were vacant wouldn't have been so difficult to fill if Bluestone was located in a city, but due to the location, there are only 125,000 people who live in Pembrokeshire and only 73% of those people are currently in work (Data and Statistics, 2019).

Due to this, Bluestone finds it harder than other similar businesses in more urban areas to recruit for certain positions and has focused more on succession planning. Individuals and pools of employees who are identified as potential successors of a role are encouraged to gain experience and qualifications/skills to step into these critical roles. Often this is done through 'shadowing' to gain realistic experience of the role and in some cases the individuals are encouraged to complete a qualification to further their skills.

In some cases where the role is available but the successor isn't ready to step into the role at that time, someone externally may be brought in on a fixed term contract to up-skill the successor and carry out the role until that person is ready to step in. This is far more beneficial to the person and Bluestone than rushing the process and putting someone who isn't ready in a certain position. This could set them up to fail and you could lose someone who had a lot of potential because they weren't ready.

Another example of Bluestone's succession planning approach is to develop the individuals in the organization through other non role-specific related activities as this helps them to understand the operation of the business from a different perspective. A lot of potential successors are encouraged to complete 'Resort Manager' training to allow them to carry out shifts. This role is shared by many individuals across Bluestone who are in Supervisory, Manager, and Director roles and gives the person carrying out this role a good perception of the day to day operation. The Resort Manager deals with various situations from guest complaints to major incidents and gives them the essential experience to gain critical thinking skills and know the operation as well as the staff in operational roles. It is easy for an employee who works in a non operational role to forget or not understand what it is like and how the business 'really' works.

Overall, each department has identified potential successors who are encouraged to gain skills, qualifications and experience to allow them to progress. The L&D department also assists with these by providing managers with advice and guidance when needed.

2. Review the statistics for recent leavers within your organisation to see if there are any trends such as reasons for leaving, business areas, demographic of leavers. Use this information to suggest retention initiatives relevant to your organisation. 500 words.

I have recently reviewed our employee leaver survey to understand if there are any trends to show why people leave Bluestone. I have reviewed this data over a period of 12 months and although the previous 12 months has not been the most normal time to use there are some trends that I think would also show in any other 12month period prior to 2020.

The data I looked at showed that the most common reason for employees to leave Bluestone was due to work-life balance and better working hours. Generally leavers were in lower paid roles such as Housekeeping Assistants and F&B Assistants as opposed to higher paid skilled roles. The demographics of leavers were varied but most were within the F&B and Housekeeping departments. These two departments have the highest number of employees with Housekeeping employing roughly 300 employees and Food & Beverage employing roughly 115 employees. All other departments employ fewer employees with Bluestone total workforce amounting to roughly 750 employees.

The potential reason that people are leaving Bluestone due to work-life balance within these two departments is that F&B work long and unsociable hours. Often shifts within F&B don't finish until 11pm and there is a lack of flexibility within the roles due to the operational demand. Housekeeping on the other hand only generally work Monday's and Friday's from 10am - 4pm and the opportunity for take on overtime is limited as so many other employees also request it. Many Housekeeping employees may find it hard to live off of the money they earn only working two days a week. F&B employees are less likely to be able to have a good social life due to the evenings and weekends being the most popular and busy time for guests.

Potential retention initiatives could include encouraging multi-skilling these employees to carry out work in other departments. This could give someone who works on Monday's and Friday's in Housekeeping the opportunity to up-skill and earn more money if they complete F&B assistant shifts 3 days a week; this would result in them being in fulltime work and gaining more skills. The F&B assistant on the other hand could work in a functional department such as Health and Safety as an admin a couple of days a week. Due to functional departments usually working 8:30am – 5pm shifts this would give them more work-life balance. For this method to work, the employees involved would need to apply for jobs that are vacant and if successful, the managers of each department would need to agree to set working patterns to allow them to work in both departments without upsetting operational demand.

Another method would be to review the flexible working arrangements within those departments to evaluate whether there could be more flexibility. More flexibility for employees may result in them considering this before resigning from Bluestone but we would need to ensure we were being fair to the whole department and not seen to favor certain individuals. Flexible working should be accommodated where possible for preferences on working hours and times (Employee Turnover & Retention | Factsheets | CIPD, 2021).

3. Discuss your development needs with your line manager in relation to resourcing and talent planning, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement. 300 words.

I discussed my resourcing and talent management development needs with my line manager. We discussed the initiatives that I am currently involved with such as delivering work experience programs and conducting assessments. My knowledge in these areas is quite basic although I do have experience in carrying out these tasks. The other resourcing initiatives listed in the CIPD profession map I have little to no experience, such as working with social media channels to lead campaigns. This is something I am aware of as our recruitment officer does use social media channels when advertising for job roles. I can gain more experience with resourcing by requesting Bluestones Recruitment Officer to be more involved with these initiatives and assist with recruitment drives and advertising to gain valuable experience (Resourcing | CIPD Profession Map, 2018).

My manager and I discussed my development needs in talent planning initiatives and decided that I also need to request to be more involved with talent planning initiatives through our Recruitment Officer and Learning and Development department. My current experience of talent planning is minimal and I have only gained basic experience in creating career development pathways for employees. I am aware of other talent planning tasks taking place but haven't had the experience to understand fully how they are initiated and completed. After completing this assignment I feel that I do have a better understanding of Resourcing and talent planning but will need to put my new knowledge into practice to gain valuable experience and further my knowledge. I can do this by becoming more involved with talent planning and assisting the Learning and Development department and our Recruitment Officer where possible (Talent management | CIPD Profession Map, 2018).

Bibliography

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