

1. On the Job Training

Talk to your line manager or other relevant person to thoroughly understand how your organisation's approach to recruitment has changed due to the pandemic. Evaluate what has changed and your role in these changes.

My line manager and I met to discuss my organisations approach to recruitment during the COVID-19 pandemic. We discussed the changes that have taken place with recruitment over the past 18 months and the approach that my organisation has taken in facilitating the changes. Prior to the pandemic, recruitment was already a significant priority for my organisation; as a care organisation, recruiting and attracting support workers was already a challenge. It was determined at the end of 2020 that a recruitment team would be introduced and would take over the activities from advertisement through to induction. Prior to the formation of a recruitment team, the HR department was solely responsible for the entire recruitment process but did not have the capacity nor the expertise to deal with the high number of vacancies.

A recruitment team which consisted of a Recruitment Manager and Recruitment Co-ordinator was introduced in the middle of 2021 but unfortunately after 2 months the newly appointed team decided to step down from their roles. On reflection, it was deemed that the recruitment team had been too small to contend with the high number of vacancies and the recruitment processes once again became the responsibility of the HR team. With the departure of the recruitment team and a recent restructure within HR, which saw the department decrease from a team of 9 to a team of 5, it was determined that HR lacked the ability to support the organisation's recruitment operations on a full-time basis. As a result, a meeting was set up to consider the possibility of outsourcing recruitment to an outside company. It was decided that outsourcing the recruitment process would benefit the company by allowing it access to a larger talent pool. I was asked to oversee the recruitment processes for the whole of the organisation during the transition period to the new external recruitment company. I also took the lead role in implementing the new recruitment and building professional relationships between both organisations.

Since the recruitment processes have been outsourced there has been an increase in vacancies being filled, as there is now a dedicated team with the correct expertise to attract and recruit the necessary candidates for the vacant roles. On a weekly basis the recruitment team share a recruitment update to inform my organisation of how many vacant hours are currently within each region, offers and starters and compliance information. The recruitment team, management and HR team meet on a weekly basis to discuss the data and provide ideas as a group to increase attraction via advertisements and to suggest platforms for roles to be advertised on. Since the recruitment process has been outsourced, I have been given the role of overseeing the relationship between both organisations. I am the first point of contact for both sides in the event of an issue, and I oversee the advertisements on all platforms to ensure that the information being distributed is accurate. I am also in charge of signing off recruitment files to ensure that they are compliant with the "Safer Recruitment – Wales" guidelines.

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02.05.2022

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2. On the Job Training

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.

On a monthly basis leavers forms are sent to the HR team to process leavers for payroll purposes, on the form it states the employees' reason for leaving but more often than not the reason is not the full truth. Exit interview forms are sent to leavers to complete and to provide their real reason for leaving. On reviewing current exit interview forms for employees that have recently left the organisation, it has been established that the main reason for resignations over the past 18 months has been due to work life balance. Employees have found that due to tighter restrictions because of the pandemic and the mandatory use of PPE, it has put a massive strain on the wellbeing of health care workers. Also, because of the high vacancy rates, support workers have frequently covered shifts due to staff shortages and therefore have not had adequate breaks. Turnover within the operations team compared with office staff has been higher, however, the cooperate services side of the business has also seen a high rate of leavers due to work-life balance reasons. Although, office staff have been remotely working from home, they have not had to face the threat of covid like the operations side of the business. The general consensus among office workers is that their mental health has been negatively impacted, as they have been unable to switch off from work, in effect this has resulted in a large number of resignations. According to (Kamal, 2022) During November 2021 it was recorded that 4.4 million people left their jobs, which has now become known as the great resignation. As founded one of the main reasons for the high amount of resignations was due to work/life balance and essentially burnout.

My Manager and I discussed initiatives that could ensure retention of talent within the organisation. My organisation has recently implemented hybrid working contracts to allow office staff the flexibility of working from home and in the office and so far, this has had a positive effect on employees. With the new recruitment team in place, vacancies are now being filled on the operations side of the business, and service rotas have been adjusted to allow for flexible working patterns for support staff and to ensure that they get enough rest between shifts. My line manager and I recently devised an Employee Assistance Programme business case to put forward to the Executive Leadership Team for sign off, as there is currently no EAP in place. As there has been a trend though Exit Interviews with reports of feeling burnt out or unhappy with the level of support. For example, out of 13 individuals' who left the organisation, 10 of those felt burnt out at work or unhappy with the level of support for their mental wellbeing. The introduction of an EAP will assist in reducing the high turnover rate within the organisation and will help employees feel valued and supported.

References

Kamal, R., 2022. *Quitting is just half the story: the truth behind the 'Great Resignation'*. [online] the Guardian. Available at: <<https://www.theguardian.com/business/2022/jan/04/great-resignation-quitting-us-unemployment-economy>> [Accessed 8 May 2022].

3. On the Job Training

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. You will need to consider whether or not your skills in this area require improvement. To assist with this you could use the self-assessment via the CIPD website.

My line manager and I met to discuss my objectives in regards to Talent Planning and Resourcing, in line with the CIPD profession map. In order to establish my goals and aims I took the CIPD self-assessment for the resourcing and talent management specialist knowledge areas. I based the assessment on the foundation level of the profession map. According to the assessment results, I need to develop my knowledge with succession and contingency planning approaches within my organisation. Currently my organisation is changing the registered manager and deputy managers roles and job titles, in order to do this, they have had to complete a succession and contingency plan. They are creating more managerial roles and need to identify the talent that they already have within the organisation. I have asked the HR Business Partners if I can be involved in this process as part of my learning and development. Looking at the Talent and Resourcing standards, it was determined that I am emerging into the Associate Level in most areas.

Another assessment result stipulated that I needed to have a better insight into competitors and what they are offering in terms of their rewards and benefits. As our recruitment processes are presently outsourced, I've requested a meeting with our external team to discuss how they assess my organisation against competitors and how they feedback the data our HR team in order for us to consider the benefits and rewards that we currently offer and how they compare to that of our competitors.

My development needs have been documented in my development plan as part of my objectives, and my line manager and I will continue to discuss them regularly in my supervision meetings.

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