

Title: Contributing to Resourcing and Talent Planning in the organisation (5ARTP).

Name: Rhodri Packman

CIPD Membership Number: 4787112X

Date: 05/04/2020

By signing below, I confirm that the work/evidence 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: Rhodri Packman

Date: 16/04/2020

Word count: 3057

Contents page

- Title page
- Contents page
- Evidence Matrix – listing evidence for each Assessment Criteria
- Personal Statement for LO1 including reference list
- Evidence
- Personal Statement for LO2 including reference list
- Evidence
- Personal Statement for LO3 including reference list
- Evidence

Evidence matrix

Candidate name: Rhodri Packman						
Qualification title: Contributing to Resourcing and talent planning						
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent planning	L01	Internal people strategy	EV1		
		L01	Interview with the senior business partner	EV2		
		L01	Confirmation email re: meeting	EV3		
		L01	Strategic Plan document	EV4		
		L01	Chwarae Teg website screenshot	EV5		
		L01	Overview of 'achieve' process	EV6		
		L01	Training and development policy	EV7		
		L01	National Skills Audit report	EV8		
		L01	Third sector report 2018-19	EV9		
		L01	CT organisational chart	EV10		
		L02	Email from senior business partner	EV11		
		L03	New JD and personal spec	EV12		
		L03	Application form	EV13		
		L03	Scoring of application forms	EV14		
		L03	Email confirming my involvement	EV15		
Candidate declaration:						

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

Date:

L01 – Be able to review and evaluate Chwarae Teg’s approach to Talent Planning.

Talent planning is seen by Taylor and Woodhams (2016) as the activities carried out by a company to consider the specific employees and skills that it will need in the future. The CIPD (2019) state the planning process can take many forms, but essentially should focus on turning business strategy into a set of actions to ensure a workforce capable of delivering those strategic goals and objectives. With these definitions in mind a review and evaluation of Chwarae Teg’s approach to talent planning was undertaken.

Notes from the internal review and evaluation activity

Review of the People Strategy PowerPoint document

Within the People Strategy (**Evidence 1**) there are three key elements that are the current focus of the people strategy:

- 1) Attraction & Retention of Key Staff - Attraction and appointment of strong candidates to Chwarae Teg; Recognition, reward and retention of key talent within the business.
- 2) Management Capability - Confident and highly capable managers, providing consistent management and support to all employees.
- 3) Training & Development - Internal training and development is fit for purpose and meets business needs.

The document does not reference any previous gathering of evidence of current/past performance levels to support decisions and recommendations. In discussions with the Senior Business Partner (**Evidence 2**) it is clear that this has not yet been done. Whilst performance data is collated regarding every individual this is not fed into a larger ‘talent spreadsheet’ or used in a succession plan (**Evidence 3**).

Review of the Strategic Plan

The strategic plan (**Evidence 4**) is very much focused on the values held by the organisation and by its employees. This comes across very strongly on the website for example (**Evidence 5**) which focuses on flexibility, the rewards and what it feels like to work here.

The plan itself outlines the approach the organisation needs to take to deliver its goals. However, within this document there is no mention of people, or the importance of people in the delivery of these goals and outcomes.

Review of ‘Achieve’ Process

The ‘Achieve’ performance management process (**Evidence 6**) puts a huge emphasis on involving employees in the performance management process. Employees have the opportunity to assess their own performance. Employees have a say in the setting of their objectives. Employees are able to ask for and collect feedback from a range of people to help them learn and increase their self-awareness. It is a positive that individuals take ownership of their career planning. Employees are given the tools they need in order to proactively manage their careers can both increase levels of engagement and provide valuable information for talent review processes.

Interview with Senior Business Partner

I interviewed the Senior Business Partner (**Evidence 2 & 3**). The interview highlighted that despite having a strategic plan and the beginnings of a People Plan, no real work is done in this area to analyse the current skills we have in the organisation and nothing is written down to help predict what will be needed moving forward.

The interview shows that the organisation creates the environment where everyone, regardless of role, working hours or personal circumstances has the opportunity to learn and develop the skills they need. A great deal of emphasis is put on the 'Achieve' process (performance management) where line manager can suggest L&D to support the delivery of business and individual goals, but also the onus is on the individual to make suggestion as to how they would like to develop.

There would appear to be no concerns with levels of staff turnover and when employees did leave, individual exit interviews were carried out.

Training and Development Policy

The Training and Development Policy (**Evidence 7**) outlines that L&D will help with the following:

- a) development of expertise, skills, knowledge needed for the job
- b) the development of expertise, skills and knowledge within the organisation
- c) Plugging gaps in knowledge/ skills for the department and/ or wider organisation
- d) Reward and retention of key staff
- e) Succession planning
- f) Continued personal development of all employees
- g) The development of expertise, skills and knowledge needed for the job

Whilst this is only a policy it does re-affirm the organisations commitment to L&D and the development of skills.

External review and evaluation of data

A range of skills are increasingly to be in demand in the economy in the future and so in general terms might become scarce (Cannon & McGee, 2011) The onus is on organisations to ensure they continue to grow and retain skills:

- Given technology is a major driver of change, technical skills in the growing array of technical specialities will be required.
- Globalisation will place demands on linguistic and culturally attuned skills.

In support of this the CIPD, (2019) suggests that all organisations need to focus on a flexible workforce and that future roles will often involve a greater use of technology and require a greater digital awareness. This is also in line with the points raised in the Chwarae Teg strategic Plan ('Technological change and the move to industry 4.0') (**Evidence 4**).

A review of National Strategic Skills Audit for Wales 2012 (**Evidence 8**) shows that Higher level occupations are expected to continue to increase their share of total employment in Wales in the period to 2020, at the expense of intermediate and lower level occupations. The greatest increase in occupational volumes (through expansion demand) is predicted for corporate managers, skilled construction/building trades, teaching/education professionals, health professionals, business/public

service associate professionals and caring/personal service occupations. It is within these areas that Chwarae Teg recruits from with delivery partners coming from Education, business consultancy and specific HR roles (**Evidence 2**).

P39 of the National Strategic Skills Audit for Wales 2012 shows that a high number of women are employed in sales occupations, health and social care associate professionals, teaching and educational professionals, corporate managers and directors, business and public service associate professionals and business, media and public service professionals.

The Third Sector Annual Report 2018 (**Evidence 9**) identifies that there are 32,000 Voluntary Organisations in Wales, with the value of the sector estimated at £3.8b. Within this sector there are 116,600 people employed – said to be around 10% of the workforce.

The figures above identify the talent we are competing for is in employment in both the private and the 3rd sector, which will impact the recruitment process and specifically the Chwarae Teg employer brand. We will need to demonstrate that we are an ‘employer of choice’ (Taylor and Woodhams, 2016) and will need to fight for the external skills we require. Referring to the interview with the Senior Business Partner (**Evidence 2**) the organisation feels it is well placed in this regard.

Written conclusion

There are two important points about Chwarae Teg that impact upon its approach to talent planning: -

Firstly, Chwarae Teg has a relatively flatish, but heavily functionally organised structure. (See attached organisational chart – **Evidence 10**). Within this flat structure there are very few managerial roles. Karaveli and Hall (2003) assert that a flat structure goes against the traditional view of someone ‘stepping up’ to replace someone. However, the Chwarae Teg approach means that whilst the flatter structure doesn’t prepare roles, it rather allows Chwarae Teg to put in place processes that seek to identify and develop pools of talented individuals who can assume a variety of unknown future positions. Within Chwarae Teg this is certainly the case, with a focus on more agile processes that are built around a core set of leadership competencies that drive all assessment, development, and selection decisions. When a role becomes available it is open to all staff to apply.

Secondly, Chwarae Teg is a registered charity and has sources of funding from a variety of sources. As a result of this different teams/departments are on different contracts; some are on fixed-term, others project specific contracts. This means restructuring tends to take place when funding expands or contracts and more/fewer staff are required. As, such when projects end/begin, there is a natural turnover of staff.

Reviewing the strategy shows that the Chwarae Teg approach to Talent Planning is beginning to evolve to become more strategic. Prior to this research there has been no external analysis carried out.

The strategy focuses on two areas; initial recruitment of the right people and training employees. If someone leaves, there is sufficient talent to be able to step up. However, it would appear that individuals are not earmarked for specific roles and there is no identification of talent. It is up to the employee to identify their future within the organisation, to achieve skills and performance backed up by the learning and development opportunities on offer. Within the ‘achieve’ process an individual can ask for shadowing, mentoring and external leadership opportunities (through joining

boards etc) but this would appear to put the onus on the individual rather than an organisation-wide push for talent. Creating as much individual accountability and ownership of talent management is obviously important.

Recruitment is fair and open. All vacancies are published internally first, allowing anyone internally to apply. Where vacancies are promoted externally a great deal of emphasis is placed on the employer brand and the agile working carried out at Chwarae Teg. The CIPD (2020) notes that there's a strong demand for flexible working among job seekers, with 87% of workers seeking out flexible jobs. All recruitment is based on a job description and personal specification which is heavily linked to DNA and Chwarae Teg's organisational values (**Evidence 12**). Jones et al, (2014) identified that such an approach is a differentiating factor among firms that attracts job seekers who perceive a value fit with their own values. This suggests that employees joining Chwarae Teg are closely aligned with the charity's aims. As Sokro (2012) suggests, recruits develop a set of assumptions about employment with the firm that they will carry into the future, thereby enhancing their commitment to the firm and is a basis for staying with the firm long term.

The extent to which the organisations approach is meeting its potential needs for people and skills is hard to quantify. Chwarae Teg successfully delivers on its objectives. Could more be done to ensure talent is channelled correctly and valuable staff not lost? Clearly, as this review has identified. However, the limiting factors of funding constraints, a plateauing of organisational growth means that Chwarae Teg relies heavily on the individual to push for upskilling and on that individual to step up and cover a role if someone leaves. New recruits are experienced, talented and value driven (**Evidence 2**) and want to work for the organisation as they believe in its goals. Combining these factors means that when new skills are recruited there is sufficient talent in house should there be a need for new skills or new approaches. This was recently evidenced by a business team member stepping in to a new funding director role. Employed as a consultant it turns out (luck, judgement, planning?) that she had a background as a charity fundraiser.

References

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Sokro, E. (2012). 'Impact of employer branding on employee attraction and retention'. *European Journal of Business and Management*, Vol. 4, no. 18, pp. 164-173.

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Attraction & Retention of Key Staff

Desired outcomes:

Attraction and appointment of strong candidates to Chwarae Teg;
Recognition, reward and retention of key talent within the business



Activity

Work closely with Marketing Team to ensure Employer Brand appeals to external candidates and Chwarae Teg is regarded as an employer of choice

Review of recruitment process to ensure it supports attraction and selection

Review of talent across the business

Development of succession plans based on awareness of talent, skills and experience across the business

Management Capability

Desired outcomes:

Confident and highly capable managers, providing consistent management and support to all employees

Activity

Regular People Team coaching support for all managers – e.g. through routine meetings

Development of line manager profile, focussed on what it means to be a manager in Chwarae Teg, including set people management objectives

Training & Development

Desired outcomes:

Internal training and development is fit for purpose and meets business needs

Activity

Continuous review and improvement of staff training and development offering

Monitor training and development centrally – across the organisation and between departments

Launch of clear Training and Development policy & process

Career Development section of Achieve process – ensuring training and development is kept of the agenda during Achieve meetings and details are fed back to SMT

Discussion and interview with the Senior Business Partner.

Q1. Do we have a strategy for talent planning?

The focus for us is twofold. Initially it is about recruiting the right people at the start. Secondly, we then provide learning and development opportunities to all staff. Should someone leave we are confident they can step in. This is always our first choice; but we will look externally where possible.

We have an open and rigorous recruitment and selection process, designed around getting the right candidate into the role. The next step is to develop them through their employment. Actively managing their experience within the company and their progression is a key part of our HR strategy. We requires our line managers to fact find and be advocates for their employees. To make this possible, further training may be necessary for managers, which is something that is in our people plan.

Q2. Do we undertake any forecasting for the supply of talent and skills needed to move forward?

We are starting the analysis the composition of the current workforce, its skills and what we need to compete going forward. This involves analysing key data on numbers employed, analysing skills through training records and personal specifications and identifying what might change, i.e. staff turnover. This has started to give us the present picture and we will be doing more of this to create a comprehensive workforce development plan.

Q3. Do we use a spreadsheet or another tool to monitor overall skills, knowledge, capabilities of each employee and their readiness to step into other roles, if required?

We don't currently but the people team are starting to collate this information. Historically the organisation has always seen staff remain in their current roles for a long time. Historically there has never been much fluidity of talent across the organisation. When a 'lead' role becomes available these are often filled by people who have worked under that manager, which is something we are happy about. However, the process does need more careful monitoring, especially in these uncertain times.

Q4. What role does L&D play in Talent Planning?

As an organisation, Chwarae Teg is committed to the development and growth of women in Wales. Similarly, the organisation is committed to the development of its own staff. We place a huge emphasis on developing staff internally.

Q5. What level of staff turnover do we have?

Statistically it is very low. The data for the quarter January 2020 – April 2020, shows that out of 87 staff, we had 7 employees leave. Of these seven, 5 were voluntary, the other two went on maternity leave. The 5 Voluntary – all female, aged between 30 and 60. Two were from the Engagement Team, one from the Business Team and two from the Women's Team.

We carried out exist interviews and found that they left because of potential redundancies and saw opportunities elsewhere.

Q6. Can you tell me the backgrounds of the people we recruit?

A. Yes, typically our staff are aged between 23-60, with 98% of all employees are female. Most roles require a degree or equivalent because we have mainly technical roles, whether policy and research, internal management/HR positions or project delivery. Most come from working in previous roles in welsh businesses (60%) government and other third sector organisations (35%). Business delivery team are all made up of experienced consultants working across a number of areas. Trainers tend to be older, with a number of ex-teachers.

Q7. Do we have a strong employer brand do you think?

Most certainly. We place a great deal of our success in the retention and recruitment of staff on the flexible way we work. We have constantly seen that with our flexible working initiatives we enjoy high levels of employee engagement, increased discretionary effort, reduced absence rates and lower staff attrition. We believe that in 3rd Sector organisations in Wales, we are an employer of choice.

Rhodri Packman

From: Gemma Littlejohns
Sent: 04 March 2020 14:48
To: Rhodri Packman
Subject: Meeting about talent planning

Hi Rhodri

Following on from the talent planning meeting whilst as a department I collect performance data, this is not fed into a larger 'talent spreadsheet' or used in a succession plan within Chwarae Teg. It has been mentioned in the past and I am keen for this to happen. I will see if we can push a meeting forward to work on this.

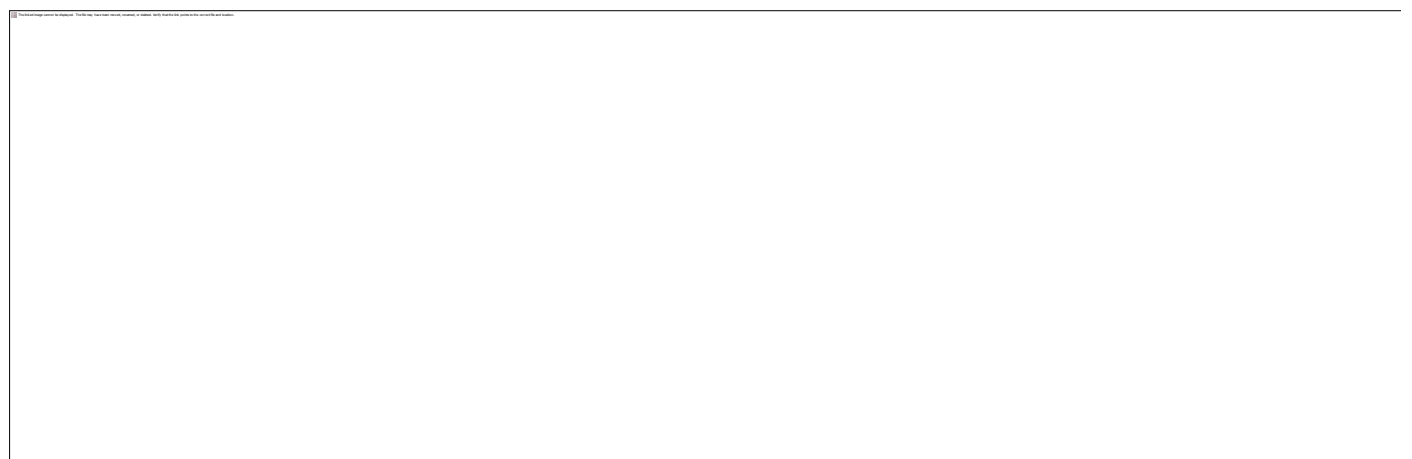
Thanks

Take care
Gem

Gemma Littlejohns Assoc CIPD
Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.



Safwe: chwaraeteg.com | agilenation2.org.uk/cy

Website: chwaraeteg.com | agilenation2.org.uk

Datganiad Preifatrwydd: Bwriedir y neges electronig hon ar gyfer y person a enwir yn unig. Gall gynnwys gwybodaeth breifat a chyfrinachol. Os yw'r neges hon wedi ei hanfon atoch mewn camgymeriad ni ddylech weithredu arni o gwbl neu ei dangos i



STRATEGIC PLAN 2017-2021

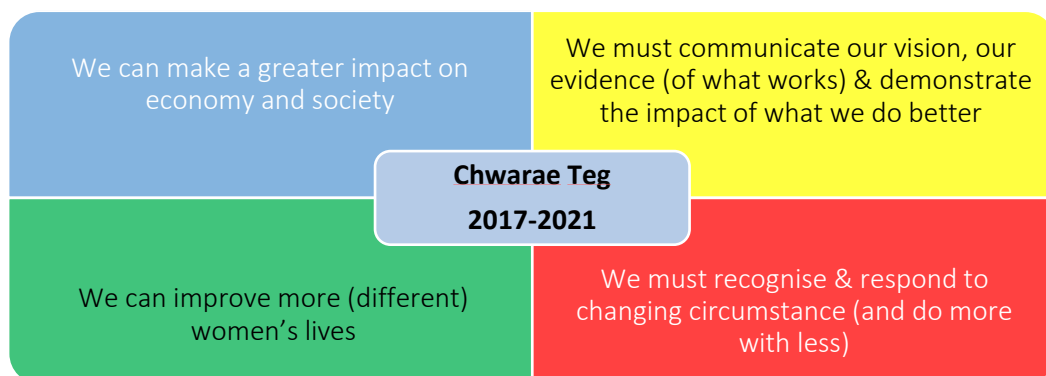
Our vision is for a fairer Wales where women achieve and prosper

1. Context and challenges

Chwarae Teg celebrated its 25th birthday in 2017. Over those years we have delivered training to thousands of women, supported many hundreds of organisations and businesses, published high quality research and policy analysis, engaged women, girls and the wider public in issues relating to gender equality and the economic development of women and influenced government policy at the highest levels. As we look ahead to the next 25 years, we know that there will be different challenges ahead. These include:

- Brexit and the uncertain impact on women, businesses, organisations and the economy
- Funding security and the sustainability of third sector organisations
- Societal change including demographic change, shifting identities, changing gender and sexuality norms and attitudinal change
- Rising inequality and insecurity
- Technological change and the move to industry 4.0
- Changes in work patterns and pay reward structures
- Need for new skills and changes in the education system

But there will also be opportunities to continue to deliver on our charitable objectives and as we can plan ahead for the next phase of our development with this Strategic Plan we outline a clear direction for the future for our staff, our stakeholders, our funders and all those who can benefit from the changes we want to bring. This plan also reflects the changes in our external environment and enables us to do more, better and different work.



2. Strategic priorities

Our strategic priorities focus our efforts on the three areas of work which reflect the areas where Chwarae Teg can make the greatest impact

Women in Economy	Women at Risk	Women Represented
• Aim: Women achieve and prosper across all sectors and at all levels in the economy	• Aim: Women are empowered to achieve their potential, regardless of background, social status or geographic location	• Aim: Women are visible & influential across all sectors of the economy, society and in public life

3. How we make a difference

Our mission is to expand the role of women in the Welsh economy and Welsh workforce

To fulfil this mission and deliver on our Strategic Objectives we need to work in new ways across the organisation. Going forward we will also need a greater focus on demonstrating the impact of our work, and communicating our objectives clearly. We will develop an environment where bold and innovative ideas are welcome, where all staff feel empowered to make the most of their skills and experience, and where we embrace challenge rather than shy away from it. Specifically our work will focus on:

- Piloting new approaches and being at the forefront of innovation
- Research & evaluation of what works, being robust in our reflections and not shying away from change
- High quality policy advice & analysis
- Impactful events, conferences & training
- Develop our products and services in a commercial way
- Campaigning for change that moves us towards our vision
- Communicating the impact we make
- Working in partnership & collaboration for a better Wales

4. Our strategy

We deliver our priorities through our strategy specifically by:

- Working with women and girls to broaden horizons, build confidence and skills
- Working with employers to create modern workplaces that harness everyone's contribution
- Working with influencers, educators and decision makers to change attitudes and behaviours to create a society that values, supports and benefits women and men equally.

5. Strong foundations

The ambition outlined in our Strategic Plan is secured by four key foundations: Sound financial performance; happy & engaged staff; positive customer & stakeholder experience; and work that has impact & influence.

In our work we report on each of these four foundations in various ways including through our: Annual Operating Plan; People and Organisational Development Plan; Influencing plan; Business Plan for Agile Nation 2; Fundraising Strategy and others including the organisational key performance indicators. We report on these and our overall strategic objectives to Board through our robust governance structures.

6. Our DNA

This Strategic Plan, and all our work is underpinned by our DNA, our organisational values which are:

We are **ambitious** – as individuals, as an organisation and for those we work with.

We are **pioneers** – we build and use our expertise to make Chwarae Teg and our partners more successful.

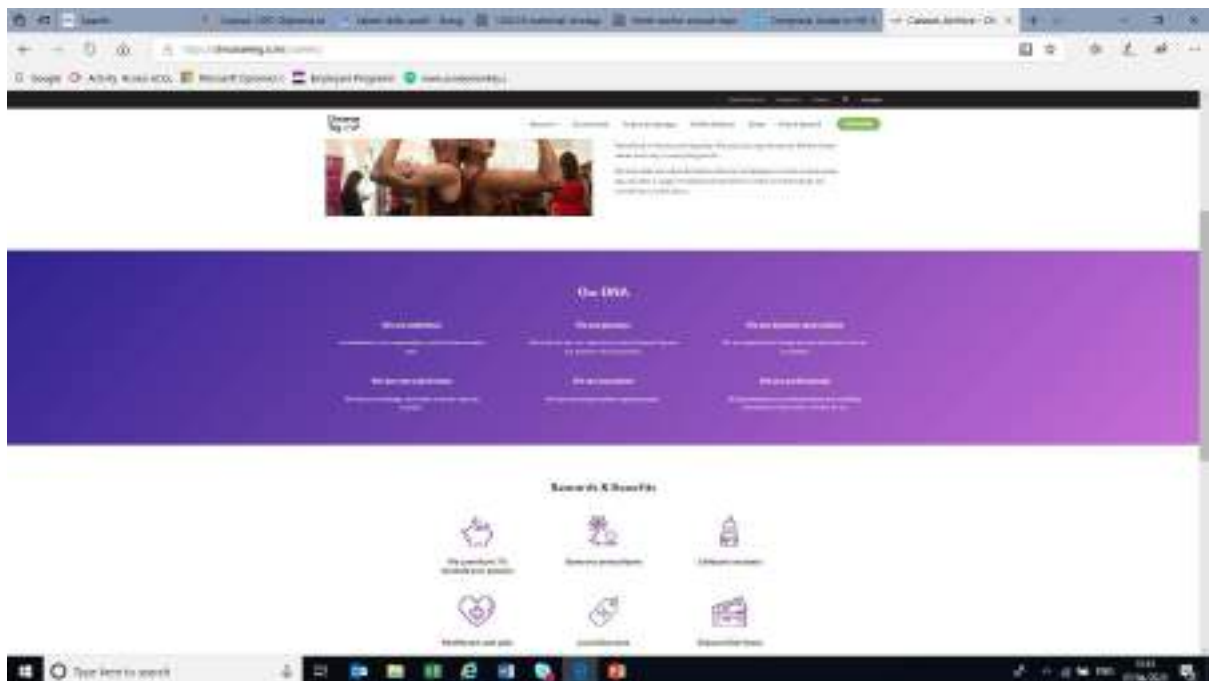
We are **dynamic** and **resilient** – we are impatient for change and we don't take no for an answer!

We are one **united** team – we help and challenge each other to do the best job possible.

We are **innovative** – we have fun being creative in getting results.

We are **professional**- we demonstrate our professionalism and credibility internally and externally in all that we do

Chwarae Teg website – careers page.



Purpose

The purpose of this document is to provide information on Achieve: the name given to how we approach our work and time in Chwarae Teg.

The information is provided in three sections:

- The background explaining where the idea comes from and why we have developed and adopted it.
- The detail on how it works and fits within the organisational structure and other policies.
- Frequently asked questions reflecting issues that have been raised during its development.

Background

Much of how employers address the organisation of work comes from ideas developed during the 19th and 20th centuries for an industrial context. Today, many thought leaders question their compatibility with what employers and employees need to be effective in a modern context.

The command and control relationship between employer and employee that underpins the traditional approach to workplace management has been questioned for many years and as a result, many organisations have developed mechanisms which give employees greater flexibility such as time off in lieu (TOIL) or flexi-time. These terms are often used to mean different things in different sectors and employers. Although well intentioned, these can be seen as essentially “tinkering at the edges” plus they focus attention on time input and rather than on what is being achieved.

The traditional organisation of work also undermines employee effectiveness by suppressing elements necessary to human motivation. Daniel Pink’s work in this area outlines how autonomy, mastery and purpose drive motivation:

- Autonomy – needing to be in control of what we are doing
- Mastery – an intrinsic drive to improving how we do something
- Purpose – feeling that what we are doing is contributing to something greater

Achieve has been developed as a method of working compatible with the needs of a modern workplace and workforce and is founded on research from diverse study areas including neuroscience, psychology and workplace analysis. Its aim is to improve organisational impact by maximising performance through building autonomy and accountability into the employer/employee relationship.

What we have developed has been significantly influenced by an approach developed in America and widely adopted across private sector companies particularly within the high-tech sector. This approach is known as ROWE: results only work environments.

The underlying premise of ROWE is that instead of focusing on inputs, particularly time, it is better to focus on outputs and outcomes relating to business requirements – i.e. what is actually achieved as opposed to the effort expended on the activity. This requires:

- Clear mapping of what the work is
- An agreed understanding of the work an individual is accountable for, and
- A relationship between the employer's representative (the Lead role in Chwarae Teg) and employee based on mutual respect, honesty and a shared commitment to achieving the best outcome for the organisation.

The benefit for the employer is a more engaged, focused, agile, loyal, creative, effective and committed workforce. Whilst the benefit for the employee is that they are clear about their responsibilities and accountabilities and have more control over their time and how they manage their work within an agreed period. This makes it easier to manage responsibilities within and outside of work.

How it works in Chwarae Teg

Chwarae Teg has a Strategic Plan which is reviewed annually and agreed by the Board. This sets out the vision and mission and our strategic priorities over a given period. Once this is agreed the operational detail is set out in our Annual Operating Plan and other documents related to specific projects and initiatives which sit under the Strategic Plan. The Leaders of different functions within the organisation work with their teams to translate these operational plans into team plans – setting out where their team contributes. These plans are then divided into individual plans which set out what each individual's contribution is. Through this process there should be a clear link between the work of the individual to wider operational objectives and ultimately to strategic organisational priorities.

The individual's contribution is captured in our Achieve Sheets. These detail a backward and forward look over an agreed time period – at a minimum, quarterly. Each Lead meets with each person within their team individually and reviews set objectives that were agreed to be achieved in the last period and looks forward and agrees what objectives will be achieved in the next period. If some agreed objectives haven't been achieved, there is a conversation about why this is the case and if needed, they are moved into the next period. If over time agreed objectives and outcomes are not achieved, this process generates a conversation about why this is the case:

- Are the agreed objectives & outcomes unrealistic?
- Is the person tasked with delivery unable to do the job? For what reasons?

The response and subsequent actions will depend on what issues have been identified.

In addition, the Achieve Sheet documents an individual's contribution to Chwarae Teg's DNA – our agreed value system within the organisation.

FAQs

So what happens if I don't deliver what's been agreed?

At the beginning of each period, everyone will agree a set of objectives with their Lead. If someone doesn't deliver what they've agreed to deliver, there is conversation about why. If you've achieved the objective and outcome in a different way but still in line with DNA, that's fine. If there were unforeseen reasons outside your control e.g. the person you need to work with is unavailable, you have been ill/off work – and the action is still required, then it is moved to the next period. If agreed objectives and outcomes are frequently not delivered on, then the conversation will focus on whether there is another way to achieve what is needed and/or whether you are the best placed person to deliver. If the Lead believes from the conversation that there is either a competency or capability issue, then the policies in relation to these issues are followed.

What happens if something comes up that wasn't foreseen that needs delivering?

Although this should be avoided wherever possible, there will be times when it happens. In this case it should generate a conversation around priorities and whether they need to shift. The lead, member of staff and other colleagues may be involved depending on the nature of the unforeseen event. The Lead should facilitate this discussion, identify whether there is capacity to deliver, whether other activities can be delayed if this is more of a priority etc. It is important that this discussion is a positive and solution-focused. It is expected that colleagues together can resolve most issues. Higher tiers in the leadership structure should only be brought in where an issue cannot be resolved.

If I'm asked to be in an office and I don't want to or can't come in – what happens?

If you are need to be at an office location for a legitimate reason then that is a requirement of the role. For example if there is a team meeting and it is important for you to have the same information and understanding as the rest of the team and to contribute to the team discussion, it would be appropriate and legitimate to require you to be there. Whilst a reasonable amount of notice should be given, this is not always possible. However, Leads should consider whether they are focusing on inputs or outputs and on this basis, whether the requirement to be at an office location is appropriate. Legitimate reasons for not being available should be accepted and annual leave or sick leave should be taken if you are not actually available for work for these reasons.

What do I do if I think more is being asked of me than is possible?

The relationship between employer and employee should be one where agreement on objectives and outcomes is sought. If you feel too much is being asked repeatedly, you should discuss this with your Lead – the Achieve meetings should facilitate this discussion. If your Lead feels that what is being asked of you is reasonable, you should work together to establish how the objectives and outcomes can be achieved. If the issue can't be resolved between the two members of staff, it should be escalated to the next tier of Leadership.

What do I do if for my team to be successful, other teams need to do things and they aren't done?

The response would be the same in a traditional workplace relationship. If one person feels another isn't delivering what is needed and it is having an impact on them, they should discuss it together informally in the first instance and try to find agreement on a way forward. If it isn't resolved, they should escalate it to the next tier of Leadership to help find a resolution.

Training and Development Policy and Process

I. Introduction:

As an organisation, Chwarae Teg is committed to the development and growth of women in Wales. Similarly, the organisation is committed to the development of its own staff. This paper outlines the benefits of staff training and development, the kinds of opportunities available to Chwarae Teg staff, the process for requesting opportunities and considerations needed when determining approval of the requests.

II. Benefits of Staff Training and Development include:

For Chwarae Teg:

- a. The development of expertise, skills, knowledge needed for the job
- b. The development of expertise, skills and knowledge within the organisation
- c. Plugging gaps in knowledge/ skills for the department and/ or wider organisation
- d. Reward and retention of key staff
- e. Succession planning

For the employee:

1. Continued personal development
2. The development of expertise, skills and knowledge needed for the job

III. Training and Development Opportunities:

It is recognised that while there is sometimes a financial cost linked to training, this is not the case for all staff development opportunities. Below are a few examples of training and development that Chwarae Teg supports. The list is not conclusive:

Financial & Time cost	Time cost only
External training courses linked to requirements of the job	Buddying and shadowing
ILM	Secondments
CPD	Mentoring (either as a mentor or mentee)
Membership of governing body linked to profession	Free training courses (internal and external)
Academic course linked to requirements of the job (e.g. degree)	
Staff development days	
Leadership development days	

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Version: 1	Version Date: May 2019	Ownership: SMT	Approved by: Nouran Al-Jandali , Strategic Lead: People	Initialled: N AJ	Issue date: 24 th May 2019	To be reviewed: Annually	Page 1 of 6

IV. Process:

To request training/ development, the employee should:

1. Have a conversation during their Achieve meeting (as part of the Career Conversation part) with their line manager about the training/ development opportunity, including costs, timescales and benefits of the training/ development. If the training opportunity comes up between Achieve meetings, have a conversation with line manager in a timely manner.
2. If the line manager is in agreement that the opportunity would be beneficial (keeping in mind the considerations listed below) he/ she should communicate this to the employee and ask the employee to complete a training request form (Appendix A) and send it back to them. Once reviewed and happy with the request, the line manager should email it to their SMT member, copying in the Strategic Lead People.
3. The SMT member brings any training requests to the next SMT meeting for approval. SMT will also determine if funding/ part-funding for the opportunity could be requested from WEFO.
4. Following the SMT meeting, the Strategic Lead People will communicate the outcome of the request to the line manager.
5. If SMT determine that the opportunity could be eligible for WEFO funding/ part-funding, the relevant SMT member will submit the form to WEFO for approval.
6. If Chwarae Teg agrees to fund/ part fund the training, the employee will be asked to sign a training contract prior to starting the course and before any payments are made. The contract sets out any repayment required should the employee leave during/ after completing the course (to an agreed timeframe). A template Training Contract can be found on SharePoint: *Policies - People - People Forms*.

V. Considerations:

The following considerations should be given by both the line manager and SMT when determining approval of training and development opportunities:

Relevance:

- ☐ How relevant is it to the job?
- ☐ How relevant is it to the employee?
- ☐ How relevant is it to the department and wider organisation?

Wider context:

- ☐ Is rationale for accepting the request deemed fair and transparent?
- ☐ Should it be opened to other employees or only relevant to the employee that has applied?
- ☐ Does accepting this request set a precedent for other employee requests?

CT Training & Development Policy and Process							
Version: 1	Version Date: May 2019	Ownership: SMT	Approved by: Nouran Al-Jandali , Strategic Lead: People	Initialled: N AJ	Issue date: 24 th May 2019	To be reviewed: Annually	Page 2 of 6

Costs:

- o How much does it cost? (financial and time costs) Consider time and financial cost
- o How will it be funded?
- o How long does it take?
- o Does backfill need to be arranged?

Return on investment:

- o Is this development important to the retention of key talent?
- o What is the overall return on investment?

Priority will be given to training and development that is:

- o Business critical
- o Relevant to the job
- o Cost-effective
- o Eligible for WEFO funding
- o Fair and transparent
- o Not time-consuming
- o Important for the reward and retention of key staff

CT Training & Development Policy and Process							
Version: 1	Version Date: May 2019	Ownership: SMT	Approved by: Nouran Al-Jandali , Strategic Lead: People	Initialled: N AJ	Issue date: 24 th May 2019	To be reviewed: Annually	Page 3 of 6

Appendix A

Chwarae Teg

Business Case: External Training

Justification for request:

This information is required for SMT to determine

- whether or not funding can be granted and/or
- whether a request can be made to WEFO for funding

Note to SMT: Paid training that exclusively benefits the individual, but not the project, would be ineligible for WEFO funding

Staff Member:					
Line Manager requesting training:				Date of Request:	
Department Lead approved:					
SMT member date to SMT meeting:					
No of Attendees:		Course Cost £: (Per Person)		Total Course Cost £:	
		Travel Cost £ (Per Person):		Total Travel Cost £:	
		Accommodation Cost £ (per person):		Total Accommodation £:	
		Subsistence Cost £ (Per Person):		Total Subsistence £:	
				TOTAL COST:	

Are all attendees working directly on the project (required to determine whether WEFO application can be made)				Yes		No	
Course Title:			Course Date(s):				
Course Provider:			Course Location:				
Brief Description:							
Purpose of the training:							

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Version: 1	Version Date: May 2019	Ownership: SMT	Approved by: Nouran Al-Jandali , Strategic Lead: People	Initialled: N AJ	Issue date: 24 th May 2019	To be reviewed: Annually	Page 4 of 6

	Yes	No
Is it essential to deliver the training the full number of staff quoted? If so, why?		
Is the training necessary for and of benefit to the successful delivery of the project? If so, why?		
If 'no' to the previous question what benefit will the training bring to the organisation?		
What benefit will the training bring to you, the individual?		
How does the training link to Chwarae Teg Strategic Objective?		
How will ROI (return on investment) be measured:		

HR use only	
Submitted to SMT by:	
Date:	
Decision:	

HD/ WEFO use only	
Submitted to WEFO:	
Decision:	
Date:	

CT Training & Development Policy and Process							
Version: 1	Version Date: May 2019	Ownership: SMT	Approved by: Nouran Al-Jandali , Strategic Lead: People	Initialled: N AJ	Issue date: 24 th May 2019	To be reviewed: Annually	Page 5 of 6

The policy has been reviewed and revised in May 2019

It replaces the previous version.

The policy will be implemented from the **27th May 2019**

The next review date will be May 2020 in order to evaluate any changes considered necessary.

Signed by:

Nouran Al-Jandali, Strategic Lead People

May 2019

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Ymchwil gymdeithasol
Social research

Rhif/Number: 02/2013



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www.cymru.gov.uk

National Strategic Skills Audit for Wales 2012

February 2013

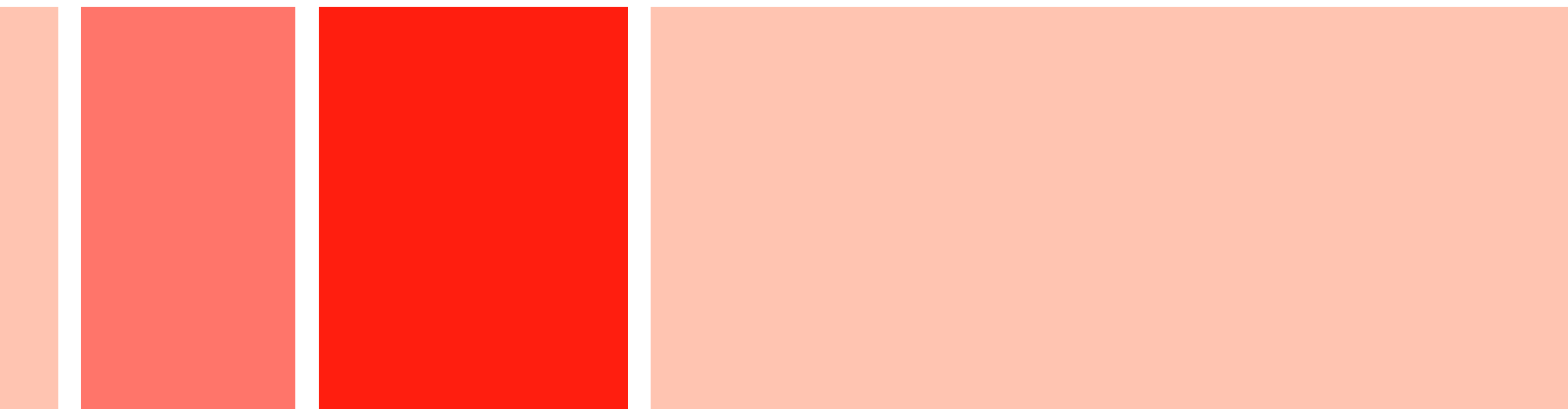


Table of contents

Glossary of Acronyms

Ministerial Foreword

Acknowledgements

Executive Summary i

1	Introduction.....	1
	The aim of the NSSAW 2012.....	3
	Objectives.....	3
	Methodology.....	5
	Methodological issues	6
	The structure of the NSSAW 2012	10
2	Jobs and Skills: the labour market.....	12
	Introduction.....	12
	Growing, globalised economy.....	12
	Sub-national GVA contribution	16
	Productivity	18
	Size analysis of Welsh businesses.....	20
	Commuting flows	22
	Growing and contracting sectors	23
	A trend towards rising employment	25
	The characteristics of the employed workforce.....	26
	The jobs people do and the things they make: the structure of employment.....	35
	Where have the new jobs come from?	40
	Employment in the regions	43
	Unemployment and the recession	45
	The skills of the workforce	50
	Conclusions	52
3	Current Skills Needs.....	55
	Introduction.....	55
	Skill shortages: national, regional, occupational and sectoral priorities ...	57
	The regional picture.....	58
	The occupational picture.....	58
	The sectoral picture	60
	Qualification deficits.....	64
	Wages.....	67
	Skills gaps: the national, occupational, sectoral and regional picture	69
	The types of skills causing skills gaps	75
	Underemployment	78
	Migration.....	83
	The scale and importance of different dimensions of mismatch	86
	Conclusions	87

4	Drivers of Skills Needs.....	92
	Introduction.....	92
	Main skills drivers	93
	Summary of the key drivers	94
	The key drivers in detail.....	96
	International Context	96
	Language.....	114
	The implications for skills.....	114
	Implications of impact	120
	Common trends in skills drivers and demands across scenarios	121
	Key differences in implications for skills demand between scenarios....	122
	Conclusion.....	124
5	Key Sectors and their Skills Needs.....	125
	Introduction.....	125
	The core scenario: evidence from Working Futures 2010-2020	125
	Significant sectors potentially constrained by skill deficits	129
	Towards identifying significant sectors	141
	Conclusions	141
6	Key Future Occupational Skills Needs	143
	Introduction.....	143
	What are the likely patterns of occupational change?	143
	What are the likely future changes in occupations within industrial sectors?	151
	Conclusions	158
7	Conclusions and Strategic Priorities	160
	Introduction.....	160
	Key characteristics of skills needs in Wales	160
	Priority areas for action.....	164
	Conclusions	183
	References	189

Executive Summary

The purpose of the NSSAW 2012

The purpose of the National Strategic Skills Audit for Wales (NSSAW) 2012 is to provide insight and foresight to create a better-informed market for skills in Wales and to support a better balance between the skills needed and the skills available. It is clear that individual actors in the labour market armed with accurate information are likely to make better choices, leading to better outcomes for citizens, firms and the nation. This report builds on the first NSSAW 2011, Skills for Jobs¹ and draws new employer survey data and economic projections together into a comprehensive and easily-accessible synthesis and adds to the extensive programme of research and labour market intelligence that is already available in Wales. The report is able to take a relatively comprehensive and long-term perspective.

It is not possible to predict and plan the exact 'numbers' of individuals with specific skills that will be needed in particular localities. The labour market is complex and dynamic and the process of adaptation in labour supply can often be slow. However, this does not mean there is not genuine value to be drawn from seeking to better understand skills demand, supply and mismatches. With appropriate interpretation, the NSSAW 2012 should help:

- **Individuals** to make appropriate, well-informed choices about future learning and career opportunities
- **Careers advisors** to support individuals in making these choices
- **Education and training providers** to assess provision and to shape curriculum content that reflect the needs of the labour market
- **Employers** to work within their representative bodies to raise demand for valued skills solutions, support strategic decision-making within businesses and promote the implementation of a skills delivery system that reflects need

¹ A summary of key messages from the Audit and the full evidence report can be found here <http://wales.gov.uk/about/aboutresearch/social/latestresearch/skillsforjobs/?lang=en>

- **Policy-makers** to consider policy priorities and resource allocation in the context of a strategic overview of jobs and skills in Wales.

What is the NSSAW 2012 based on?

The NSSAW 2012 has identified current and likely future trends in demand for skills and employment in Wales over the next five to ten years. It draws on a range of data including:

- National Statistics for Wales
- The Annual Population Survey / Labour Force Survey
- *Working Futures 2012-2020*
- The UK Commission's Employer Skills Survey 2011, including a boosted sample of 6,000 employers in Wales
- Sector skills assessment summary reports covering 15 sectors and produced in 2012 by the Sector Skills Councils (SSCs).

This summary highlights the key trends from the analysis and sets out priority areas for action in the short, medium and longer term. It focuses specifically on the occupations and sectors where most attention is required to ensure that Wales has the essential skills to meet the emerging labour market demands of today and tomorrow, and, ultimately, to maximise economic growth and prosperity.

Wherever possible the most recent data has been used in this report. Any data published after 5th January 2013 has not been included.

Key characteristics of skills needs in Wales

Employment has expanded over the last 15 years

Currently 1.35 million people aged 16 and over living in Wales are in employment, while there are about 1.38 million jobs located in Wales.

Although employment levels have fallen since the onset of the financial crisis, there are still more than 167,000 additional people in employment compared with 15 years ago. The demand for labour, as measured by the number of people in work has therefore increased by almost 14 per cent over the period. Employment is unevenly distributed across the nation, with large shares in the South East of the

country, reflecting the higher population share in this area. Employment growth has taken place across all areas of Wales in the past decade, with percentage growth highest in South West Wales, followed by North Wales and Mid Wales. Employment levels have also expanded notably in South East Wales but this conceals variations between sub-regional areas in the South East which are contracting (eg Blaenau Gwent and Vale of Glamorgan) and those which are expanding (eg Cardiff).

Changes in occupational structure will continue

To note: As with all projections and forecasts, the results presented in Working Futures 2010-2020 (and in this section below) should be regarded as indicative of likely trends and orders of magnitude given a continuation of past patterns of behaviour and performance, rather than precise forecasts of the future.

Employment is predicted to increase in Wales between 2010 and 2020, by 71,000 (see Table E1).

- The wholesale/retail and the health and social care sectors are likely to be of future economic significance in terms of productivity levels and employment growth and experience high volumes of replacement demand in both for Wales and England.
- Higher level occupations are expected to continue to increase their share of total employment in Wales in the period to 2020, at the expense of intermediate and lower level occupations. The greatest increase in occupational volumes (through expansion demand) is predicted for corporate managers, skilled construction/building trades, teaching/education professionals, health professionals, business/public service associate professionals and caring/personal service occupations. Some lower skilled roles with high shares of female employment are forecast to decline, so expanded employment opportunities in higher skilled occupations may create pressures for women to upskill to move into these roles.
- In absolute terms, the highest net requirements (including replacement demand) will be for caring/personal service occupations, administrative and

elementary administrative service occupations and teaching/education professionals.

- The occupations forecast to experience the sharpest decline in numbers of jobs will be process, plant and machine operatives and administrative/secretarial functions.

Table E1: Occupational change in Wales and UK 2010 to 2020

Occupational Group (SOC 2010)	Overall change (000s)	Direction of change in total employment 2010-2020	
		Wales	UK
Managers	18	↑	↑
Professionals	35	↑	↑
Associate professionals	18	↑	↑
Administrative and secretarial	-15	↓	↓
Skilled trades	7	↑	↓
Caring and leisure	12	↑	↑
Sales	11	↑	(↑)
Process operatives	-13	↓	↓
Elementary occupations	-1	(↓)	↑
All occupations	71	↑	↑

↑ Positive change of more than one per cent

↓ Negative change of more than one per cent

() Change of less than one per cent

Source: Working Futures 2010-2020

There may be a significantly higher skills profile required of women. Jobs growth is expected to be strongest in higher skilled occupations that are currently male dominated, while jobs where women currently predominate are predicted to decline, eg administrative and secretarial occupations. Women may need higher level skills to compete for jobs in expanding occupations.

Relatively high level of skills shortages in Wales

Wales has higher reported skills shortage vacancy (SSVs) densities (calculated as the percentage of vacancies) within most sectors compared to the UK, except for wholesale/retail, public administration and education, and community, social and personal services. This is accounted for by the higher SSV density in Mid Wales

compared to the other economic regions. Wales also has a higher proportion of SSVs per 1000 employees across most sectors except for wholesale/retail, financial services, community/social/personal services, manufacturing, construction, public administration and education.

The highest volumes of Welsh SSVs are found in hospitality/catering, manufacturing and business services. The highest density of SSVs is found in business services.

Commuting patterns affect the balance between labour supply and demand

Wales has strong links with the economy and labour market of England, particularly in its border areas and around its coastal corridors. Inward and outward commuting flows of skilled workers have the potential to influence the balance between supply and demand of labour, particularly since inward commuters have the strongest representation in high skilled occupations ie managers, professionals and associate professionals. There was a sharp reduction in the level of commuting into Wales between 2008 and 2009, but this has risen in subsequent years. Welsh residents may need support to help them compete for higher skilled jobs which currently attract inward commuters.

Wales has distinctive geographic patterns of supply of and demand for skills

The profile of employment varies significantly across Wales' economic regions. The manufacturing sector is of particular importance to North and South East Wales, agricultural employment is more concentrated in Mid Wales, while in South East Wales a relatively large proportion of employment is concentrated in higher level occupations and financial services. Public administration and defence, and accommodation/food sectors are relatively important across the nation.

Although a whole Wales approach is important, such variations in labour market performance and characteristics within Wales suggest a need for a targeted policy approach. This helps address challenges such as the need for job creation in some local areas relative to Cardiff and to overcome the concentration of skill shortages in Mid Wales.



Llywodraeth Cymru
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EV9

Third Sector Scheme Wales



“ The Welsh Government is committed to recognising and promoting the Third Sector. The Welsh Government values the Third Sector for the contribution which the Sector makes to the long term economic, social, environmental and cultural well-being of Wales, its people and communities. ”

Contents

This report provides an overview of the Welsh Government's implementation of the Third Sector Scheme during 2017-18.

1	Foreword – Jane Hutt AM, Deputy Minister and Chief Whip	3
2	View from the Sector/WCVA	5
3	Purpose and background/The Third Sector Scheme	6
3.1	What is the Third Sector?	6
3.2	The Third Sector Scheme	8
4	How we work with the Third Sector	10
4.1	What the scheme says	12
4.2	What happened in 2017-18?	13
4.2.1	Dialogue and Cooperation	13
4.2.2	Third Sector Partnership Council	14
4.2.3	Ministerial Meetings	16
4.2.4	Consultations	16
4.2.5	Policy Development	18
5	Supporting the Third Sector to flourish	19
5.1	Support volunteering	20
5.2	Good Governance	20
5.3	Sustainable Funding	20
5.4	Engagement and Influencing	21
5.5	Partnership Capacity Fund	21
5.6	Safeguarding	21
5.7	Change Fund	21
5.8	Funding provided to support Third Sector Support Wales (TSSW) in 2017-18	22
5.9	TSSW Performance in 2017-18	23
6	Supporting Communities and Volunteering	29
7	Welsh Government Funding and Support for the Third Sector	33
8	Looking forward to 2018-19	34
9	Further Information	35

Case Studies

Good Governance – Helping the Sector recruit trustees	27
Volunteering – Fundraising for St David's Hospice	31
Volunteering – Give and Gain – Employees Volunteering Days	32

1. Foreword

The Welsh Government places great value the Third Sector for the contribution it makes to the wellbeing of Wales, its people and communities. I am therefore pleased to present the 2017-18 annual report of the Welsh Government's actions in recognising and promoting the Third Sector.

The annual report provides us with an opportunity to tell the story of how this relationship continues to grow. It highlights some of the areas of work that the Welsh Government and the Sector are delivering jointly to enrich and bolster a relationship which has matured and grown since the birth of the National Assembly for Wales. The uniqueness of having a duty in the founding legislation for Wales to promote the Third Sector has always given us a strong foundation for action. However, this does not mean we can become complacent, particularly when faced with challenges such as Brexit and continued austerity.

Since taking over as Deputy Minister with responsibilities for the Voluntary Sector and Volunteering (part of the Third Sector) I have met with people leading Third Sector organisations who are empowered to do things which really make a difference to the lives of people, communities and their environment.

We continue to demonstrate our ongoing commitment to supporting the Third Sector through funding Third Sector Support Wales (comprising Wales Council Voluntary Action and 19 County Voluntary Councils covering all 22 Local Authority areas across Wales) providing the essential building blocks for these organisations to do what they do best: support individuals and groups through enabling volunteering, in addition to providing focused programmes and guidance on timely

issues such as governance and sustainable funding. This infrastructure is there for all of the Sector to draw on.

Looking ahead, we must be open and honest about the challenges we will face. As we approach Brexit, Third Sector bodies are responding to emerging changes and how they can support and enable the delivery of vital services to our communities. We all want to ensure services in Wales continue to deliver the highest possible standards to the people of Wales after we leave the EU. Last year the Welsh Government announced funding to better understand how the Brexit process could impact on community services in Wales to help the Third Sector and community groups plan for all eventualities. I am glad the Third Sector has access to the EU Transition Fund to address these challenges.

Whilst this Annual Report covers the period between April 2017 and March 2018, much of the work and activities in this report are snapshots of an ever-improving and collaborative way of working between the Sector and the Welsh Government. Many of the improvements to how we work and engage the Sector today started in the 2017-18 period and are beginning to bear fruit.

I would like to thank Third Sector Support Wales for the roll out the new unified Volunteering Wales platform; the new Customer Relationship Management system to enable us to collect better data on the impact of the Third Sector; and work to develop the digital platforms such as <https://en.infoengine.cymru/> and <https://funding.cymru/> which will help organisations to access opportunities to diversify their funding sources.

These are important improvements to the Third Sector infrastructure which will benefit people and communities across Wales for years to come.

I am confident that our statutory Third Sector Scheme will continue to enable both the Welsh Government and the Third Sector to have the conversations and engagement we will need to help us to navigate the challenges Wales' communities face in the context of Brexit (and beyond).

As ever, volunteering remains at the heart of communities across Wales. I am always proud of the very many groups of people and individuals across Wales who give their time to support others. To those who do so much for others, I would like to say thank you on behalf of the Welsh Government. Please continue to inspire us by doing all that you can to continue to make Wales a country of active citizenship, caring and compassionate volunteers.



A handwritten signature in black ink that reads "Jane Hutt".

Jane Hutt AM

Deputy Minister and Chief Whip

2. View from the Sector

Wales Council for Voluntary Action (WCVA)

Wales has many strong communities where people support each other and take action to change things for the better. Wales also has areas of extreme deprivation and huge disparity of resource and opportunity. The Third Sector – volunteers, community groups and charities – is active in every community and makes a real difference to the fabric of our society.

The Third Sector is active 24/7 and is relied upon by individuals, families and communities alike. Groups who provide practical advice and support for children, families and older people. Charities who raise much needed funds to undertake research to improve people's health. Volunteers who give their time to tidy their local beaches or riverbanks, others who save lives at sea or on our mountains. From animal welfare and the environment, to arts, culture and heritage – from health and wellbeing to equality and diversity.

The Welsh Government set out its commitment and support for the independence of the Third Sector in a unique way – The Third Sector Scheme.

Since devolution in 1999, the Sector in Wales has been the envy of the UK, as this scheme gives us the opportunity to influence and engage with Welsh Ministers in order to help design and develop the best possible policies and legislation.

WCVA is the national membership body providing leadership and support to the Third Sector in Wales, we work in partnership with County Voluntary Councils active in every Local Authority to ensure that the Sector is best placed to meet the varied needs of communities across the country.

WCVA supports the facilitation of the Third Sector Scheme – working closely with members, partners, networks and the Welsh Government.

This report provides a range of information in the form of case studies and statistics to provide a comprehensive overview of work of the Sector and the Third Sector Scheme from 2017-18.

People get involved in the Third Sector because they care deeply about specific causes in their communities. Given the increasingly uncertain times we are living in, the ongoing dialogue and developing relationship between Welsh Government and the Third Sector in Wales has never been more important.



Peter Davies CBE
Chair



Ruth Marks MBE
Chief Executive

8. Looking forward to 2018-19

Our focus for 2018-19:

We will maintain our commitment to engage and support the Third Sector to develop policy and deliver for Wales



We will do all we can to show the impact volunteers can have in building communities through donating their time



We will continue to Support the Third Sector to share resources and work collaboratively



We will continue to Build a legacy of voluntarism across Wales



9. Further Information

For information on Welsh Government support for the Third Sector, visit:

www.gov.wales/topics/people-and-communities/communities/voluntarysector/?lang=en

For information about volunteering, please go to

www.volunteering-wales.net

or visit your local County Voluntary Council or Volunteer Centre.

www.wcva-ids.org.uk/

Alternatively contact the Third Sector Unit at

thirdsectorqueries@gov.wales or telephone (0300) 062 8274.

For information on other grant programmes, please contact Wales Council for Voluntary Action (WCVA) on (0800) 2888329 or visit their website at www.wcva.org.uk

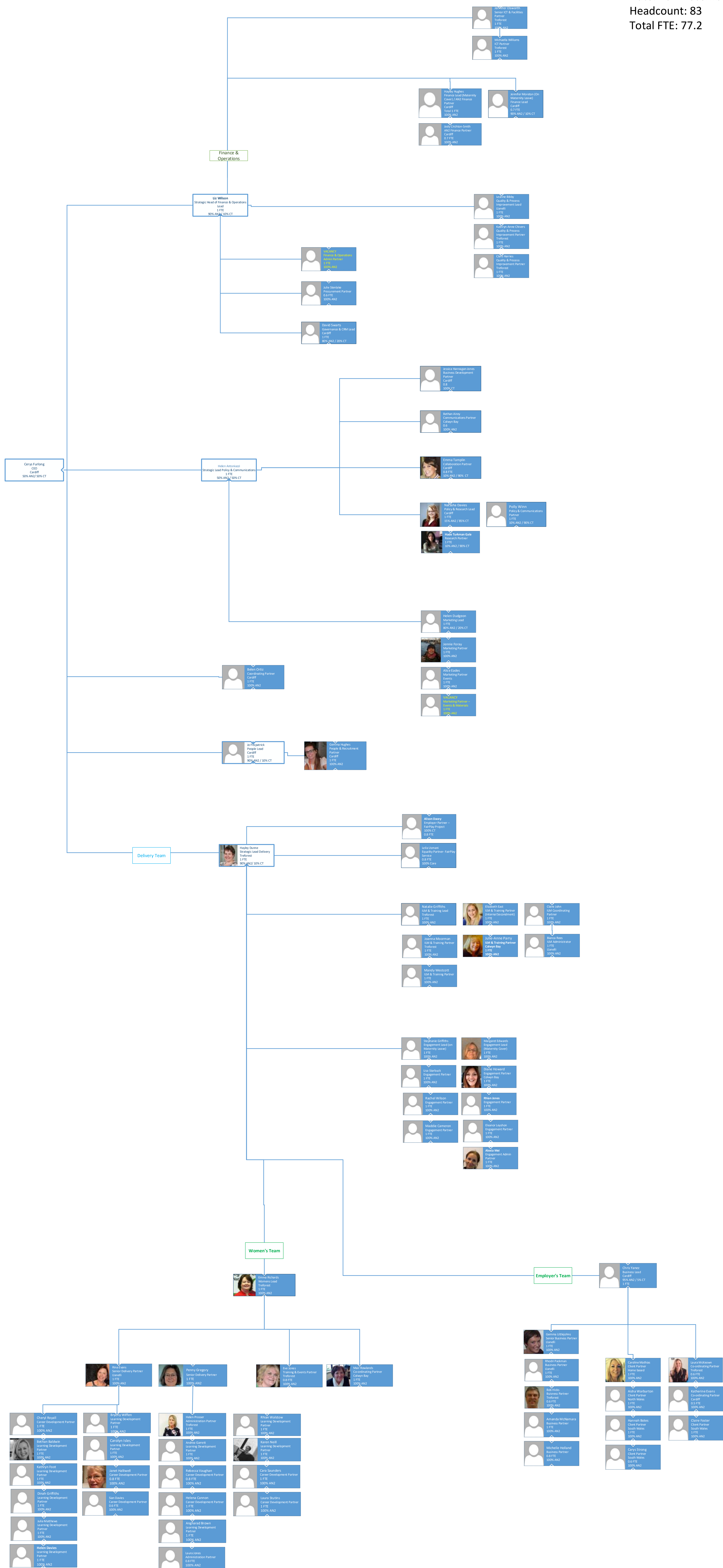
For further information on Third Sector Support Wales, visit their website at

www.thirdsectorsupport.wales/



Image credits: All photos used with permission

Mae'r ddogfen yma hefyd ar gael yn Gymraeg. / This document is also available in Welsh.



LO2 – Be able to recommend ways to improve an organisation's approach to talent planning.

Having reviewed Chwarae Teg's approach to talent planning the following specific actions should be implemented:

- *It is important for a proper plan to be implemented for core talent planning.*

In line with CIPD (2020) and as outlined by Taylor and Woodhams (2016) there is a four step process that needs to be followed:

- Forecasting the organisation's future demand for skills
- Forecasting what skills the organisation will have in the future
- Identifying any gap
- Making plans to fill this gap.

Whilst this process has started, it would seem there is little formal work currently done in this area.

- *Carry out a skills audit of all employees to identify capabilities and skills gaps within the organisation. This presents an opportunity for employees to fulfil potential. Identifies a talent pipeline and creates opportunities for progression.*

This will enable the organisation to understand what the current gaps are. Whilst this is talked of internally, action should be taken. From this a strategy and action plan can be developed to either identify talent internally or see where this can be brought in from externally. Caruso et al (2005) suggests that having a skills database allows succession savvy organisations to make succession decisions based upon a complete and relevant set of data.

It is recommended that the organisation creates a talent review spreadsheet which is completed by manager. This will require a manager to record the following kinds of information on each team member:

- Current level and role
 - Achievement against objectives
 - Readiness for promotion in the context of potential future roles and career aspirations
 - Key strengths and areas for development
 - Position on the Performance/Potential Grid
- *Encourage job shadowing/rotation to gain understanding of colleagues' roles. This will increase opportunities for progression/promotion and improve retention.*

Meyers et al (2013) argue that talent management should focus on experience-based development with on-the-job learning as one of the driving forces of the development process. Therefore, making better use of job shadowing is a practical solution to prepare employees for future roles. It also fits perfectly within the 'Achieve' model about providing learning and development opportunities for all. Whilst ultimately this is about identifying talent and seeing who can step into which roles, it is also about upskilling and providing confidence to the individual.

- *Encourage employees looking for advancement to explore additional opportunities to widen their business experience through secondments/volunteering or Trusteeships. This will increase opportunities for progression/promotion and reduce attrition from voluntary leavers.*

Another practical solution to providing employees with the skills they need if they want to step into managerial or leadership roles within the organisation. It is important for employees working in non-managerial roles, who want exposure to those areas, are given the opportunity to do so. Whilst this cannot happen internally at Chwarae Teg, plans should be developed to allow the high number of organisations we work with and support to provide opportunities for employees. Edwards (2008) suggested that volunteering creates a possible opportunity for succession planning to contribute to the sustained success of the organisation. Without the opportunity to gain experience in these areas, an internal applicant will fall short of a more experienced, external candidate should a position arise.

- *Implement an internal mentoring programme to support the development of employees within their roles. This will provide increased opportunities for progression/promotion and aid succession planning.*

Mentoring is another positive tool that can impact on upskilling and ultimately talent planning. Clutterbuck (2005) sees mentoring as a way of providing an organisation with leadership readiness. Many employees within Chwarae Teg have been in their roles for a considerable amount of time; this experience must be tapped into, used and provided to all staff.

- *Create a career development/progression pathway so employees can plan their development in line with career aspirations. This will provide increased opportunities for progression/promotion and aid succession planning.*

Foster (2015) suggests that a career development pathway will overcome the fact that a high proportion of the talent within the organisation remains unrecognised or outside the norm of what 'talent' looks like.

As has been mentioned, the 'achieve' process is very focused on the individual. However, it is suggested that HR put in place systems that allow people to review requirements at elevated roles and self-assess themselves against them, to provide employees with access to information about potential career pathways, lateral moves and other opportunities. This is not currently done. Providing employees with the tools and information they need in order to proactively manage their careers can both increase levels of engagement and provide valuable information for talent review processes.

Whilst some of these activities are being discussed and plans are being prepared there would appear to be no defined pathway for succession. Rather succession planning is focused on the individual wanting to develop their own skills, in readiness for any promotional opportunities that may arise. This comes from the appraisal process. There is equality and fairness in the process as everyone has the same access to learning and development opportunities, such as mentoring, volunteering and identifying suitable training (CIPD, 2020).

(Evidence 11) Email from Senior Business Partner thanking me for the contribution to this.

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Rhodri Packman

From: Gemma Littlejohns
Sent: 20 March 2020 09:16
To: Rhodri Packman
Subject: Talent planning strategy

Hi Rhodri

Thank you for the information you provided on the talent management approach within Chwarae Teg. I am in agreement that:

- 1) We need to have a structure plan and strategy within the whole organisation towards talent management
- 2) I agree with the mentoring and job rotation points- as you know we have worked on this as a department and have tried to push this internally throughout the organisation!
- 3) A centrally co-ordinated skills matrix would be very useful
- 4) Career pathway – hard to do internally, where do you go in your role? Needs considering though.

I appreciate the hard work you have put in on this and I will raise these points at the next management meeting I attend. 😊

Take care
Gem

Gemma Littlejohns Assoc CIPD
Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.



Safwe: chwaraeteg.com | agilenation2.org.uk/cy

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LO3 - Be able to contribute to people resourcing activities

Personal report

I was tasked with reviewing old job descriptions and to create a new job description and personal specification in preparation for the advertisement of a new role coming up within Chwarae Teg.

The role is for a new Employment Partner and therefore needed a job description and personal specification that reflected today's organisation. The job description needs to summarise the tasks that make up the job, reporting information, areas of responsibility and performance (Taylor and Woodhams, 2016).

Firstly, I spend time gathering information about a job from a variety of sources, whether the position is new or already exists. This analysis provides the information needed for the job description and person specification. As this was a new position there wasn't much background information, but I discussed the role with the Senior Business Partner.

Pradhanc (2014) emphasized that a proactive job description help to identify factors that form the employees' motivation and job satisfaction. Therefore, in writing the job description I looked at the following areas:

Job Title – Employment Partner

The job title is specific. Targeted job titles are more effective than generic ones. Whilst it doesn't tell much about the role it does avoid internal jargon that may confuse the applicant.

Employer Branding

Included within the job description are some of the key points to working within Chwarae Teg and the context within with the new role sits. It was important to include facts about the organisation, its vision and why it does what it does. This is called Employer Branding (EB) and is described by Taylor (2008) as something used by organisations to promote their reputation as an employer and their value proposition to current and prospective future employees.

Within the job description the idea is to grab the reader with details about what makes the organisation unique. We are looking for people who are passionate about supporting the organisation's aims, so it was important to start with this information. As Reis and Braga (2016) outline, a strong employer proposition will attract desired employees who have a particular skill or talent necessary for a certain position.

Job Summary

I opened with a strong, attention-grabbing summary of the job role. It lists bullet points about the role and emphasises the specific duties that are unique to this position with Chwarae Teg.

The day-to-day activities of the position have been highlighted. This will help candidates understand the work environment and the activities they will be exposed to on a daily basis. By going into this level of detail, it will help the candidate determine if the role suit their profile, helping us attract the best candidates for the position.

I added information about who the person reports to and how they will function within the role. Hopefully candidates will be able to see how the role fits within Chwarae Teg and supports the organisation achieve its specific goals.). I also assessed the extent to which it included a philosophy

statement, a list of needed skills, a list of other job duties, accountabilities and other data about how job performance should be evaluated (Heathfield, 2016).

Personal specification

A person specification is the 'basis for assessment and decision-making. It sets down the skills, behaviours, and underlying competencies which enable a person to perform that job successfully and in accordance with the organization's values' (Chungyalpa and Karishma, 2016). The person specification is also used as a basis for scoring and states the necessary and desirable criteria for selection. The characteristics specified must be clear, demonstrable and avoid bias in wording (CIPD, 2020).

In creating the personal specification I have specifically not mentioned degree, A Level qualifications (or equivalents) or mentioned that we are looking for x years' experience, as we do not want to limit anyone's ability to apply for the role or indeed be guilty of bias or discrimination under the Equality Act 2010. This is important, as Beattie and Johnson (2012), outline we must be addressing equity and equality issues in the recruitment process.

The personal specification elements are broken down into the skills and qualities the applicant needs to demonstrate to us. It is important to remember to differentiate between qualities that are essential for the role and those that are desirable. Focusing on too many 'nice to have' qualities is likely to limit the number of people who apply for a role (Crowley-Henry, 2103). This is why I ensured we had both 'essential' and secondly, some 'desirable' elements, e.g. ability to use CRM, speak Welsh or hold a CIPD qualification.

New job descriptions and personal specification (**Evidence 12**).

Outcomes

The position was advertised on our website with the applicants able to download the job description and personal specification and an application form (**Evidence 13**). 5 external candidates applied.

A Selection process followed with a scoring of the completed application forms (**Evidence 14**) followed by an interview, also scored. One person was duly appointed. Email evidence from Senior Business Partner (**Evidence 15**) showing the outcome of the recruitment exercise.

Effectiveness

The process worked well. I believe the job description was tight and effectively portrayed the role and the organisation. No one applied internally for the new role, but it was specific and suited to those with consultancy experience. More should be done by the organisation to give confidence to employees to apply for these roles, especially in giving mentoring or volunteering experience in consultancy support.

Email evidence from Senior Business Partner (**Evidence 15**) showing the value of my work in creating the job description and personal specification.

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JOB DESCRIPTION AND PERSON SPECIFICATION**EMPLOYER PARTNER (AGILE NATION 2)****Salary £30,054****Context**

Chwarae Teg is the charity inspiring, leading and delivering gender equality in Wales. Since 1992 we have been working to ensure that women in Wales can enter the workplace, develop their skills and build rewarding careers. Our vision is for a Wales where women achieve and prosper. Our projects and activities contribute to this vision by supporting individuals, employers, people and organisations with influence, to behave in a way that enables women to achieve their goals focussed in three areas:

- Women in the Economy – building a Wales where women achieve and prosper across all sectors and all levels in the economy
- Women Represented – building a Wales where women are visible and influential across all sectors of the economy, society and in public life
- Women at Risk – building a Wales where women are empowered to achieve their potential, regardless of their background, social status or geographic location

Agile Nation 2, is a European Social Funded Operation through the Welsh Government, which is managed by Chwarae Teg. The Operation works with women and businesses to promote gender equality, career advancement and improve the position of women in the workforce.

Over the period July 2020 to May 2023, we will:

- Provide 1050 employed women 16+ across Wales with a tailored Career Development programme to improve their skills in the field of leadership and management. Supported by on-going mentoring & support programmes to facilitate an improved labour market position.
- Provide 216 businesses where women are under-represented at management level, support to affect a culture change to eradicate stereotypical thinking and behaviours and to engender well-being, identifying the areas of need within the organisation that are inhibiting the recruitment, retention and progression of women.

Job Description

The Agile Nation 2 project will come to a close in May 2023. The Employer Partner will report to the Senior Delivery Partner – Business, and will be accountable for

- Delivering the Employer programme service to the customer to effect culture change within SMEs in Wales. Including: initial consultation, equality survey, feedback to the client, developing the action plan, and delivering consultancy days and workshops defined in the action plan.
- Managing customer accounts and relationships, responding to customer needs and feedback and bringing the customer feedback back to Chwarae Teg for further product development.
- Taking shared ownership of the quality, design and delivery of development programmes to increase delivery impact.
- Working with the Quality and Monitoring team to ensure high standards of delivery that meet Chwarae Teg standards and share best practice. Being aware of potential risks and issues ensuring that critical matters are appropriately escalated or mitigating actions implemented to remain compliant.
- Working with the marketing and communication team to support the promotion of the Business programme.
- Keeping up to date with the latest thinking related to the field of leadership, human resource, modern working practices and employment law, sharing knowledge with team members to contribute to the on-going development of the strand.
- Other duties as allocated by the business

Person Specification

All Chwarae Teg staff are expected to commit to and exhibit values, attitudes and behaviours that contribute positively to our vision and mission and the values set out in our organisational DNA (see annex 1).

To carry out this role effectively, it is essential that the post holder has demonstrable experience of success in the following areas:

- Has a commercial mindset and experience of working in a customer facing environment and supporting organisations in delivering change in an HR consultant role or organisational development role.
- Have a detailed understanding and practical experience of equality, diversity, agile working, culture change, change management and modern working.
- Have the ability to drive change in a partnership, providing 'friendly challenge' and innovative thinking.
- Well-developed diplomacy, listening and influencing skills, demonstrating a range of influencing, communication and personal impact skills that will ensure success and command instant credibility at all levels.

- Has experience of developing employee surveys, reporting from them and developing action plans
- Have proven experience in facilitating group sessions to develop knowledge of others and/or influence change.
- Have a track record of coaching, motivating and influencing at management level.
- Be passionate about and actively support Chwarae Teg's vision and mission.
- Be able to travel to various locations in Wales.

It would also be useful for the post holder to:

- Speak and write Welsh.
- Experience in maintaining CRM systems to support the role.
- Hold professional membership of the Chartered Institute of Personnel and Development (CIPD)

Annex 1:

Vision: A Wales where women achieve and prosper

Chwarae Teg DNA:

We are **ambitious** – as individuals, as an organisation and for those we work with.

We are **pioneers** – we build and use our expertise to make Chwarae Teg and our partners more successful.

We are **dynamic** and **resilient** – we are impatient for change and we don't take no for an answer!

We are one **united** team – we help and challenge each other to do the best job possible.

We are **innovative** – we have fun being creative in getting results.

We are **professionals** – we demonstrate our professionalism and credibility internally and externally in all that we do.

APPLICATION FORM

Personal Details

Authority to work in the UK

Are you authorised to work in the UK as either a citizen or by holding a valid permit to work in the UK?

- ☒ Yes
☐ No

How did you hear about this vacancy?

- ☐ Social Media
☐ Our job alerts
☒ Our website
☐ C3SC
☒ Indeed
☐ Search engine
☐ Referral by current Chwarae Teg employee (Please specify):
☐ Word of mouth
☐ Other (Please specify):

Secondment opportunity

Are you applying for this role as a secondment opportunity, supported by your current employer?

- ☐ Yes
☒ No

The Role and You

Why are you passionate about helping women achieve and prosper?

I was brought up by a single mother and have always been surrounded by very strong and hardworking women. I am passionate about supporting women because I believe women should

have as equal a chance to succeed and have the opportunities they aspire to, because I have seen first-hand how successful women can be. Women have been undervalued by society in the past and I feel we are seeing a huge change to society's perspective on women, particularly in the workplace. I also aspire to be a successful woman and am an advocate for women who want to strive for the best and aim high.

What excites you about this role?

I am very excited at the opportunity to coach and mentor local businesses and also to support women within the community. Coaching and mentoring is something I am passionate about and I believe my experience with mentoring apprentices and also offering coaching and guidance to managers and supervisors would allow me to thrive in the role. It is also a fantastic opportunity for me to make my mark on a project and deliver something I am passionate about. It is also a fantastic opportunity to see a project from start to finish, and have the reward of seeing others develop and achieve their goals.

Please tell us about the skills, experience and knowledge that would enable you to be successful in this role? (Please refer to the points in the person specification within the job description)

I am currently employed as a HR Advisor, but started in my current company as a HR Assistant. I then developed and shaped my role to become a HR Advisor. I have driven change within my organisation, having been involved in the implementation of a redundancy procedure in 2015, which led to 10% reduction of the workforce and also carried out a business-wide employee T&C's update in November 2016. This demonstrates my experience with managing and embracing change, whilst supporting and guiding managers/SMT/BOD with the changes and development within the organisation.

I am comfortable dealing with a plethora of complex HR issues; including dismissals, tribunal cases and also disciplinary processes. I have also supported the introduction of a robust HR Strategy that guides all levels of the organisation with HR initiatives and practices. I also have a good knowledge of Employment Law, ensuring best practice with all activities related to the HR function.

I am a credible part of my organisation and I am trusted to make decisions by management, even leading the HR function for 12 months to cover a long term sickness absence.

I also complete the full Recruitment process and selection, including interviews, management of contracts and onboarding process. I also complete reviews with new starters periodically following their employment.

I currently manage and oversee Management and coordination of apprenticeship programme (including recruitment, managing mentors and coordinating with Partner College providers). I also oversee the Erasmus+ exchange programme. I have also Introduced a number of employee engagement/wellbeing activities whilst working for my current employer; including a cycle to work scheme, free fruit initiative and employee wellbeing events

Please give us 3 specific examples of work successes/achievements?

- Coordinating a successful apprenticeship programme which has 13 students currently. I

CHWARAE TEG – SHORTLISTING FORM**Panel Member:** Rhodri Packman**Candidate No/Name:****Post:** Business Partner**Short listing Panel:** Gemma Littlejohns & Rhodri Packman**Comments**

Good overall skills – not many related to the current role however.

KEY AREAS	0	1	2	3
ESSENTIAL				
Have proven experience of supporting organisations in delivering change, HR consultant role or organisational development role.			*	
Have a detailed understanding and practical experience of equality, diversity, agile working, culture change, change management and modern working.			*	
Have proven experience in facilitating group sessions to develop knowledge of others and/or influence change.			*	
Have the ability to drive change in a partnership, providing 'friendly challenge' and innovative thinking.			*	
Well-developed diplomacy, listening and influencing skills, demonstrating a range of influencing skills, personal impact and communication skills that will ensure success and command instant credibility at all levels.				*
Have a track record of coaching, motivating and influencing at management level.			*	
Be passionate about and actively support Chwarae Teg's vision and mission.				*
Be able to travel to various locations in Wales.		*		
DESIRABLE				
Speak and write Welsh.	*			
Hold Chartered Institute of Personnel and Development (CIPD) accreditation.		*		
Total		2	10	6
SCORING 0 = No statement made. 1 = Statement made but not supported by evidence. 2 = Statement made and supported by evidence. 3 = Statement made and supported by evidence and current utilisation of skills. If 14 points total are not scored, consider not proceeding further.				

Rhodri Packman

From: Gemma Littlejohns
Sent: 25 March 2020 11:56
To: Rhodri Packman
Subject: Recruitment

Hi Rhodri

Thank you for helping with the recruitment process – we have now put two people forward for the roles and these will be announced shortly.

The work you did on the job description and personal specification was much appreciated. I think it helped tighten up the process and to find two excellent candidates.

😊

Take care
Gem

Gemma Littlejohns Assoc CIPD
Senior Business Partner / Uwch Bartner Busnes
Mobile / Symudol: 07581 249940

At Chwarae Teg we work flexibly – so whilst it suits me to email now, I do not expect a response or action outside of your own working hours.

Rydym yn gweithio'n hyblyg yn Chwarae Teg – felly, er ei fod yn addas i mi e-bostio nawr, nid wyf yn disgwyl ymateb na gweithred y tu allan i'ch oriau gwaith eich hun.



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Website: chwaraeteg.com | agilenation2.org.uk

Datganiad Preifatrwydd: Bwriedir y neges electronig hon ar gyfer y person a enwir yn unig. Gall gynnwys gwybodaeth breifat a chyfrinachol. Os yw'r neges hon wedi ei hanfon atoch mewn camgymeriad ni ddylech weithredu arni o gwbl neu ei dangos i unrhywun arall; ffoniwch ni yn syth a dychwelyd y gwreiddiol atom. Ni fedrwn dderbyn unrhyw gyfrifoldeb am unrhyw golled