



Health Care on Hand



Overview

Health Care on Hand has rapidly grown since its founding in 2017. Due to this growth, we have decided we need to implement a dedicated People Practice team to work with Line Managers to help understand and streamline the companies' procedures surrounding People management.

Introduction

The recent Pandemic has had a detrimental effect on recruitment within the Social Care setting given the challenges COVID presented. Gov. uk (2021) announced as part of the 36 billion investments into the NHS and Social care setting at least £500m funding would be targeted to the care workforce across three years looking at helping with education and career opportunities and upskilling care workers. According to Citation (2023), 46% of Adult Social Care businesses do not have a recruitment plan in place, The People Practice team aims to ensure we are looking at all areas and methods which will work for Health Care on Hand.

The People Practice team aims to work together with Line Managers to review processes and procedures. The information below will look at our aims and objectives through the employee lifecycle, looking at different ways of attracting and advertising specific roles, recruitment methods, and content and selection methods that can be used as well as what records need to be retained by the business.

(A.C 1.1) The different stages of the employee lifecycle and the role of the people professionals in the lifecycle.

Waite et al (2021) advise there are 6 stages of the employee lifecycle that we need to consider for Health Care on Hand. Attraction, Recruitment, selection, onboarding, development, retention, and separation. It is useful to break these stages down to gain a better understanding of how we can perform in these areas.

The first stage of the employee lifecycle is Attraction, CIPD (2022) suggest that we need strong branding to showcase the company and to be in competition with our competitors, Our role will be to look at the different method to do this, CIPD suggests using Employee Value Proposition (EVP) this would be setting out Health Care in Hand expectations and benefits to potential candidates to entice individuals to join our company.

Recruitment and Selection, our role will be to work together with Line Managers to ensure we understand the skills required for each specific role to attract the appropriate candidate, and to look at different recruitment methods to achieve a good talent pool of candidates to shortlist for selection.

Onboarding, it is critical to engage and retain employees. Our role will be to ensure we have suitable procedures in place to build relations between employees and line managers. Forbes

(2022) suggests successful onboarding entails a collaborative effort to help new employees connect with the company, our role will be to ensure employees feel supported and communicate how managers can help with this, look at any delays such as DBS checks, and employment references, and how these can be overcome to keep employees engaged with us.

It is critical to provide development opportunities to employees, one way would be to connect this with the onboarding process and regular check-in meetings.

Retention can be an issue in all sectors, we will aim to look at both retention (Retaining employees) and separation (Losing employees) and source ways in which we can put measures in place to close this gap. According to the Resource and Planning report CIPD (2022), about a third of companies involved in their survey changed their approach to retention following the COVID pandemic, these companies now focus on the need to increase learning and development opportunities, enhanced flexibility, and changes to work-life balances.

The report also highlighted the requirement to improve line management skills to better support employees' lifecycle, which is what the people practice team will be involved in implementing.

(AC 2.1) Different ways in which information for specified roles can be prepared?

ACAS (2023) recommend organisations review job descriptions regularly to ensure they are non-discriminatory.

Job Descriptions and Specifications are key to successful recruitment. According to Forbes (2023), a good Job Description is the road map to recruiting successfully by clearly defining the role and responsibilities so candidates are fully aware of what the job entails, the job description can also be referred to when undertaking performance reviews of successful candidates.

A good way to ensure the Job Description is accurate, according to CIPD (2022) is to conduct a Job Analysis, this would involve reviewing the role and speaking with current employees about their opinions on what should be included in the job description to ensure the role is accurately described.

Job Specifications are key in obtaining a good selection of appropriate candidates. They can outline both essential and desirable qualities that we require for that role such as education, skills, ability, and competencies. This can be helped by reviewing and observing the current post holder to see if the requirements have changed over time and taking this into account when creating the Job Specification, an alternative route such as competency frameworks have been highlighted by CIPD (2021) as a useful tool companies use by looking more technically at what is required for the specified post. The Framework provides a map of behaviors that we value and gives candidates a greater insight into our expectations in the hope to recruit successfully.

(AC 1.3) Different recruitment methods and when it is appropriate to use them?

There are a variety of different recruitment methods we can look at to attract the best candidates.

CIPHR (2021) advised that internal recruitment increased by 20% between April and August 2020, mainly due to a fall in unemployment and businesses wanting to upskill staff. CIPHR advises 73% of businesses feel internal recruitment is important to save time, and resources, improve morale, and is less risky due to knowing the employee that applies.

Internal recruitment, although limited to our current employees, would be an ideal place to start with our vacancies to gauge employee interest in that role before we start advertising externally, line managers can help us with this by holding a team meeting, advertising on our internal intranet along with the advertising board, current employees need to feel they can discuss the opportunities we have to offer and we need to encourage this. We do need to be mindful that if we do recruit internally, we would then have another vacancy to fill.

External recruitment methods are more varied, from advertising on our website to professional and social networking sites, recruitment through agencies, job fairs, and more.

We could look at local recruitment events which would help promote the business brand and awareness of our organisation. This type of recruitment method would be more suitable for roles when sourcing multiple employees, according to Waite et al (2021) entry-level vacancies would be more suitably placed at these events due to the diverse range of individuals attending and not being specifically targeted.

LinkedIn is a popular recruitment method according to Waite et al (2021) CIPD advises that social sites are the top 10 methods used by businesses, with 68 percent of organisations using professional sites to source new employees. Standout CV (2023) advise 40 million people to search LinkedIn for employment showing this would be a suitable area to focus on. Due to LinkedIn being a business networking site, I think we should target senior-level managerial posts to attract appropriate candidates.

Social networking sites such as Facebook according to Waite et al (2021) advise 43 percent of organisations to use this method with 77 percent of companies advertising through their corporate websites. These strong figures show to be competitive in the market our recruitment methods need to be robust.

Our Organisation's website would be a good starting point. We can provide links to social media such as Facebook to promote our branding, ethos, and values and we need to provide easy application links to apply. This method would be suitable for all vacancies as there is potential to reach a larger target audience. We could look to offer different incentives such as joining bonuses, employment benefits, prize draws, etc.

(AC 1.4) Factors to consider when deciding on the content of copy used in recruitment methods.

According to Forbes (2023), McKinsey found strong branding outperforms competitors by 96%, with Social Media Today (2021) reporting that image posts attract more attention than words, they advise that 20 times more people are likely to share image posts.

For external recruitment, we need to work together to develop eye-catching posts that target our organisation's branding, culture, and values to promote our vacancies and draw people's attention to apply with us instead of our competitors, this would work particularly well when recruiting on social media, local recruitment events, etc

Branding is less important when recruiting internally as employees are already aware of the organisation's values, in this instance, we need to focus more on the actual job itself and promote the advantages of employees further developing themselves within the organisation. According to Waite et al (2021), it is also important to ensure our roles are accurately advertised and reflect the reality of the position.

We could also look at introducing joining bonuses which would be suitable for external recruitment or refer a friend option for internal method. These methods can be costly, Waite et al (2021) suggest looking at metrics to measure the effectiveness of recruitment methods as it proves helpful in ascertaining if a method is working well.

(AC 2.1) Different selection methods and when it is appropriate to use them.

There are a variety of selection methods that we can consider using such as panel interviewing, assessment centres, face-to-face interviews, ability, and aptitude tests, and many more.

According to Waite et al (2021), a resourcing and talent survey in 2020 advised that 32 percent of organisations use assessment centers as part of their selection methods. This would be useful when recruiting several individuals for a post. This method could be a day workshop where we could assess if individuals are suitable by way of individual and group activities and how they cope in these situations, the activities can be tailored to what attributes we are looking for in the specific role and record the result for review.

Another method would be to panel interview applicants, this would prove useful when interviewing for all roles but especially higher skilled and managerial posts as it would allow us to tailor our questioning specifically to that role possibly asking for a presentation on a particular subject matter. According to Harvard's business review(2016) using an interview

scorecard where we can record candidates' answers against our essential and desirable list helps quantify and validate decisions in a non-bias way.

(AC 2.4) The selection records that need to be retained.

We need to be mindful of what and how long selection records need to be retained both for successful and unsuccessful candidates.

We need to ensure our policy is up to date to meet current legislation. According to CIPD (2022), it is essential that we adhered to The Data Protection Act 2018 incorporating provisions of the GDPR with all data securely stored either in paper form or electronically and records are not kept for longer than legally required.

According to Waite et al (2021), employees' personal information needs to be securely stored for the lifetime of their employment, according to CIPD (2022), it is recommended (Non-statutory) retention periods are retained for at least 6 years following employees leaving the company or following their termination.

Recruitment application forms, interview notes, scores, decision outcomes, and any other relevant information regarding the selection process is recommended to be kept for at least 6 months to a year for unsuccessful candidates, this is suggested to be a sufficient time scale to protect us in case of any claims.

Conclusion

In conclusion to the above topics discussed, we are hoping you can see the benefit The People Team can bring to the organisation in streamlining the processes and building better communication between The Team and line Managers.

The People Team is on hand for any queries or questions you have regarding any of the above points, or any further HR issues, please just get in touch.

3C004 Essentials of people practice

Name: Charlotte McQuarrie

Learner Number: 87259955

Word count:1657



Health Care on Hand



[Date]

Strictly Private & Confidential

[Name]

[Address]

Dear [Name],

Re. Application for [insert role]

Further to your *[recent application/interview]* for the above position, unfortunately, you have been unsuccessful on this occasion.

Unfortunately,

[Select from the paragraphs below and delete as appropriate]

[delete as necessary – I/the interview panel] felt that your knowledge and experience were not to the standard we feel is suitable for the role we are recruiting for. Other candidates demonstrated greater suitability for the position.

[OR]

In your application for the role [insert job title] you indicated that you were available to work for [insert hours per week] however in the interview you advised otherwise and are only available to work for [insert hours per week]. Given the demand of the role, we are currently unable to offer work hours in your availability.

To inform you that we keep unsuccessful applicant details on file for up to a year.

I would like to thank you for your interest in Health Care on Hand and we wish you well in your future job search.

Yours sincerely,

[Name HR/ Line Manager]

On and behalf of Health Care on Hand



Health Care on Hand



[Date]

Strictly Private & Confidential

[Name]

[Address]

Dear [Name],

Offer of Employment as [insert vacancy details]

Following your interview on [insert date of interview], we are delighted to offer you a position with Health Care on Hand as [insert position], working a minimum of [insert hours per week], at an hourly rate of [insert rate of pay]

The terms of the offer in this letter supersede anything said to you during your interview or any other discussions about your employment with us. This offer is subject to:

- Receipt of two references [one of which must be from your current employer], which we consider satisfactory. We will not take up the references until you have accepted the offer;
- Your acceptance of the written Contract of Employment setting out the terms and conditions of your employment
- Receipt of evidence of your eligibility to work in the UK
- A satisfactory DBS disclosure

I very much hope that you will accept this offer of employment.

This offer is open for you for 7 days of this email after which time it will be withdrawn without further notice. If you are happy to accept this offer, I would be grateful if you could confirm your availability to start.

To accept this offer, please email [insert relevant email address] confirming your potential start date.

I look forward to hearing from you.

Kind Regards

[Name of HR/ Line Manager Interviewer]
On and behalf of Health Care in Hand

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