



ASSESSMENT 2: WRITTEN ASSIGNMENT

Module: Managing People
Module code: LCBB5004

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October 2022 Term

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PART 1

Introduction

The Chartered Institute of Personnel and Development (CIPD) Profession Map is the support for successful human resource management. This is a characteristic tool to evaluate, enhance and outline the various skills of human resources both at a personal and organizational level. The main objective of the CIPD is to create an in-depth strategy and solutions, with different aspects, for resource professionals. Within the CIPD map we can find eight behaviours for human resources. These behaviours are defined as fundamental for human resources professionals and are very important to exercise this profession.

The Professions Map establishes a worldwide reference point for the profession of people, where I can use this tool to enhance one's place, to create a serene environment and guide for better change in one's organization.

The eight behaviours

The behaviours of the CIPD map are defined as fundamental to ensure that human resources professionals can create and give value to their profession, but also to create quality to people and to the whole organization.

The behaviours are:

Courage to challenge

As Armstrong (2020) argues, courage is not the absence of fear, but the act of fear. In the HR profession, this means doing what is ethical, regardless of fears or reservations about the job or how people perceive it.

As indicated on the CIPD it is important to question, the courage to do so is one of the qualities required for HR professionals. The discussion can be about equality and inequality, about treating people and about making the workplace more human.

Being Curious

One of the most important behaviours for HR professionals is curiosity (Armstrong, 2020). Professionals are always required to do research and be up to date before proceeding with an evaluation of people or employees. Professional curiosity means exploring, discovering, being interested in the experience itself. This behaviour, for example, helps to avoid errors of reactions and critical judgements from only one point of view, but it helps well to try to understand and evaluate the point of view from many more sources (Richson, 2021).

Confident thinker

It is important for an HR professional to be a confident thinker and to move quickly when making decisions (Richson, 2021).

In an ever-changing world of work, for the CIPD map, decisions must also be made by assessing the context and the situation being considered. One must go and assess all risks and their impact in the future.

Skilled influencer

According to the CIPD map of professions, being a skilled influencer means having the ability to influence others in an environment, giving importance to one's own voice when it comes to decision-making strategies and business actions.

The professional must be a good influencer to be able to build a solid relationship with others and must understand the people around them. They must understand the opinions, concerns, and needs of others to use the most effective approaches to communicate to achieve the best results.

Role model and personally credible

These two behaviours are interconnected, as if a person's credibility within an organisation is well known, trustworthy and responsible, this leads the person to become a role model within in terms of behaviour.

Hence the importance of these is that professionals are the first to demonstrate that they believe in the same rules and behavioural patterns that must be respected in the workplace (Richson, 2021).

Motivate

In the HR profession, being self-motivated is a very important factor because it can help you develop strength and determination. By having high levels of self-motivation in the workplace, it will become evident that you always want to reach higher and higher goals and that you are working harder to be more and more successful (Torrington, 2020).

Collaborative

One of the central pillars of HR professionals' behaviour is collaboration, especially since they work with people every day and must communicate continuously with the whole organisation. According to Richson (2021) collaboration brings two individuals or a group of people to work together to achieve a common goal; by sharing their ideas and skills they can achieve much more effective results.

Importance of the CIPD map at international level.

The CIPD job map is of unique importance as it helps HR professionals to acquire strategies to make their role within any business environment more efficient, more competitive, and more resilient. Below is an assessment of some strategies that can be applied globally.

Learning and development

The CIPD practitioner map says that learning and development comes as the ability of the human resources team to develop individual and organisational knowledge to meet strategic requirements.

Developing this by human resources professionals in the company is one of the main goals of any organisation. This is one of the most important assets of modern companies and one of the main success factors (Derek Torrington, 2020).

Employee relations

The human resources professional must ensure that activities comply with regulations, protect the rights of employees, and actively reiterate to the entire organisation what the legal guidelines are regarding behaviour in the workplace (Torrington, 2020).

The CIPD identifies a human resource professional with good employee relations as being able to ensure that relationships between individuals and collective groups with organisations are managed appropriately and that this is done within the boundaries and standards of organisational culture, policies, and the law. This leads to a healthy and positive working environment is a productive and peaceful working environment.

Conclusion

The behaviours specified by the CIPD professions map are necessary when it comes to being successful in this profession. Very often professionals struggle in this field not because of a lack of skills, knowledge, or certification, but rather because they lack one or more of the critical behaviours that make and give an advantage in the profession.

The CIPD professions map helps professionals to actively promote values within the organisation, implementing strategies to enhance and test the entire organisational environment to have a peaceful and above all productive and efficient environment.

PART 2

Introduction

The UK has experienced many job vacancies in various sectors in recent years. One of the hardest hit sectors is the public sector, which shows a vacancy rate of 45%. One of the worrying figures relates to skills shortages in the healthcare sector, with a 64% vacancy rate compared to the entire public sector in the UK (Royal, 2022).

Such high vacancies might seem a good thing in terms of maintaining low unemployment but looking at the data the unemployment rate is high. This leads to the question of why people prefer to remain unemployed or unable to have a certain job position. Here we will analyse the different types of unemployment and why people are forced to remain unemployed.

Another point that will be addressed is what strategies can be implemented to address the problem of talent shortage in the health sector.

Types of unemployment

There are different types of unemployment depending on the causes that lead people to leave or lose their jobs. The two types analysed are structural unemployment, also called long-term unemployment, and voluntary unemployment, i.e., by choice on the part of the worker due to various factors.

Structural unemployment

In recent years, economic changes have caused so-called long-term unemployment problems, generally known as structural unemployment. Even though many jobs are available, there is a gap between the needs of the company and the job skills offered by the available people (PIGOU, 2005). Thus, structural unemployment occurs when the skills of unemployed individuals do not match the skills required by job offers.

As Yenilmez & Kılıç (2017) argues, one of the causes of structural unemployment in recent years is due to the impact and progress of technology. Companies have started to invest in technological change and the adoption of increasingly automated work functions to remain competitive. This leads to greater demand for a specific type of talent and skills. Workers who do not possess that type of skill cannot access those jobs, thus leading to a gap between the demand of employers and the availability of workers with those specific characteristics.

Voluntary unemployment

Voluntary unemployment is when people choose not to work, this can occur due to one of two specific reasons (PIGOU, 2005).

The reasons may be (KAGAN, 2022):

- The worker receives a salary that is not favourable compared to his work experience. So, they decide not to work, ending up in a state of unemployment, waiting to find a job with better pay.
- The worker prefers to leave the labour force for personal reasons, such as caring for a family member, illness, or pregnancy. Because they cannot have the work flexibility to balance their work-life.
- Another factor is that working conditions are not able to satisfy employees, here we talk about job security and inadequate working tools.

Strategies to reduce skills shortages in healthcare

According to (Waitzman, 2022), the causes of staff shortages can be multiple, companies in the healthcare sector are having problems finding much needed talent and voluntary resignations by staff. To cope with this, a strategic plan needs to be put in place to avoid these shortages and to avoid exacerbating these shortages so as not to have a collapse in the healthcare sectors.

There are several strategies that can help solve the problem of worker and skills shortages in organisations. The following strategies proposed by (Armstrong, 2020) can be considered:

Salary increase

The health sector is recognised for its vital importance in the public sector, it is one of the sectors that is always under pressure and, above all, must always have a high level of efficiency. That is why this sector must have a salary that is proportionate to the work it does for the country (Waitzman, 2022).

In July 2022, the government supported the importance of workers in the health sector, implemented the plan whereby NHS employees will get a pay rise, to maximise their wages. This helps to try to attract as much talent as possible and to incentivise existing staff within the health sector (Waitzman, 2022).

Recruitment methods

Recruitment is understood as the initial phase of the selection process, the objective of which is the organised search for candidates from among whom to choose the person to be placed in the organisational context (Yenilmez & Kılıç, 2017).

In this area, the strategic plan is trying to focus more on recruiting personnel who have the skills and potential to enter the healthcare field and not to focus on the qualifications that candidates have. Like, for example, in different healthcare roles that can be elderly care workers and nursing assistants.

Also, part of the strategic plan is the immigration system, which is now points-based, people can apply to come and work in the UK through the route of having NHS sponsors, so as to try and close the gap of shortages in the sector (Waitzman, 2022).

Another important factor in the strategic plan is that of flexible working, to ensure that people can reconcile work and private life. It also gives the opportunity to create more inclusion and diversity in the health sector to attract as many people as possible.

Invest in training

Talent shortages can have two paths. The first is that workers on the market lack basic qualifications due to insufficient education and not enough basic training. The second can be seen as the company fails to give its employees access to in-house training, i.e., it fails to train its workers to fill different roles (Armstrong, 2020).

As Waitzman (2022) argues, the government is implementing expansion of training places in healthcare, such as increasing degree places for nursing and medical specialisations.

These may be tactics to train as many people as possible with specific qualifications for vacancies.

Conclusions

As has been analysed, skills shortages are a factor related to unemployment. Some people choose to be unemployed, and others do not, but in the end all these causes lead to not having enough talent to fill all vacant job positions.

On the one hand it is organisations that are always looking for more and more trained talent, even though there is no availability of that type of worker on the market. On the other is that people prefer not to work, which also leads to a shortage, as they are not given the tools and conditions to work.

This text took the health sector as an example and looked at strategies to try to overcome all those problems to create a favourable working environment and, above all, one that can give workers a sense of well-being, considering their different characteristics. Such as, for example, training new talents by giving them the possibility of specific training courses for that type of work, increasing salaries thus enhancing the value of workers.

All these measures and strategies aim to try to address the problem of skills shortages in the labour sector.

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