

MANAGING PEOPLE

LCBB5004

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1. Importance of the CIPD Profession map based behaviours for effective HR professionals working in the UK

The CIPD Profession map has been developed by a renowned and well established organisation the Chartered Institute of Personnel and Development who activates on different parts of the world such as the United Kingdom, Ireland, Middle East, Asia. According to CIPD (2022) the purpose of this Map is to provide guidance and framework to the Human Resource department from organisations to manage the existing professions looking at core behaviours such as work ethic, situational decision making, people value, professional influence, learning drive, insights focused, commercial drive, inclusiveness. It refers to 10 professional areas and illustrates 8 behaviours that have 4 bands of competence. It is considered to be an international benchmark and each band represents levels of progression as follows, band 1 the start of the career and band 4 the most seniors positions. Throughout the map it is detailed each working individual and his role and what would be the most effective approach to work.

The map has been evaluated as the “map of the future” as it is based on intensive and comprehensive survey of the HR professionals and acknowledgement that their work surpasses international boundaries which gives the map the international application “a sense of internationalism” and delivering organisational performance. It also involves internal re-evaluation and commitment towards CIPD standards and development of the diverse work force market. The focus had lied on meeting the needs of HR professionals at all stages. This map is considered to be a navigation tool to offer guidance and covers all the significant areas and for any aims and objectives. The learning and talent development or professionals seeking to develop their careers such as "organisational development", "leading and managing the function", and "strategy, insights and solutions” (Orme, 2009).

The CIPD Profession map has been updated throughout the years to keep itself relevant with the business changes and requirements. Not many experts had evaluated positively the full potential of the concept, but many have embraced the comprehensiveness of the concept and what it represents for the Human Resources. The last version of the map it is highly appreciated for the intensive research behind it and practical collaborations with business members and industry experts.

It is imperative to acknowledge the importance of the CIPD Professions map and its input for effective HR professionals working in the UK. The HR professional are able to take better decisions by using the standardised map which has been formulated to at the same time to ensure flexibility and to be empowered by it. The latest version of the CIPD Professions map emphasises innovation

and provides the tools and frameworks for the professionals to drive the desired change. It can be used to provide positive change for the working individuals and gives the rationalism evidence based and outcome drivers (Leatherbarrow, Fletcher, 2018).

2. The extent of the CIPD Profession map to be applied to HR professionals working on a global scale regardless of sectors and sizes of organisations

The CIPD Profession map is considered to be global benchmark because it incorporates detailed framework for professionals to follow and apply to obtain performance. The HR professionals are empowered to engage effectively and to deliver value. The practicality of this framework can be used by specialised HR professionals or less specialised for the purpose of career development.

The CIPD Profession map is constructed to facilitate the users to remain competitive and relevant. It gives the knowledge and the tools to correct any organisational behaviours that are not benefiting the company and to maintain high standards of value. It is emphasised the importance of organisational data in the decision making process and maintaining a professional environment.

This framework pursues development and that is why CIPD has always updated to keep it in line with the transformational changes from the challenging business environment. Based on this it can be highlighted the intention of keeping the concept relevant and as copper as possible and useful in new areas and new industries.

The people within an organisation are essential to the business and the focus of the CIPD Profession map is to maximise value creation and development which is applied to growing organisations and to established companies that operate globally. That means that the CIPD Profession map is intended to be applied globally to HR professionals who can transcend boundaries.

The CIPD Profession map is promoted as the excellence, an international benchmark used for maximum results and professional development (Event Managers Institute, 2022).

3. Why do public sector in the UK is facing skills shortages despite the high unemployment rate.

The high unemployment rate is due to multiple facts such as economic regression, pandemic, lack of skills, immigration policies, but also matching right people to do the right job and be willing to do it. There are different industries that suffer most due to the skills shortages. This usually refers to skills that have to be learned through education. At the moment there is a real crisis in healthcare

which is not something very common and it emphasises the worrying situation from the sector and healthcare staff deciding to strike in order to dispute their pay demands. This means that even more staff can decide to work at better paid workplaces and increase the human resources gap (Reuters, 2022). But the NHS has struggled for a while with the lack of skills and staff being forced to work long hours and have a high volume of work. It applies to the hospital staff but also to admin staff who is also important in ensuring the infrastructure for the system to function. The shortage of staff in IT has affected NHS majorly because it incapacitated the functionality of the system, keeping in track with the increase of the number of patients and any emerging issues. This problem was also related to the low pay levels that an IT professional could earn in NHS rather than anywhere else privately. By looking at solutions for working offshore had also encounter difficulties related to cultural differences and working environments. Underperforming for the NHS is major because of the confidentiality and data handling that has to be ensured at all times. Working with subcontractors was difficult to ensure high levels of professionalism and quality of work (Collins, 2005).

Within the healthcare sector there were other shortages related to healthcare staff who would not have the right qualifications and clinical training to do specific jobs such as radiology and non radiology. That problem originated in lack of proper planing and not ensuring staff if trained to meet the demands (Walton, 2008).

With Brexit and later with pandemic many of the healthcare staff had faced a variety of difficulties from obtaining working Visa to staff closing their lives in the pandemic peak. The sector has been shaken and has deepen the workforce crisis. This external factors have affected the recruitment and staff retention and have contributed to the shortage of skills. It is very important for the NHS who has to cover a larger and growing number of population to meet the growth of the demand and lack of staff is putting the system at great risk. Migration of international health professionals is motivated by different drivers at international and national level, but also on professional and personal levels. The United Kingdom remains an attractive labour market for many professionals such as doctors and nurses and the macro factors would impact the effectiveness of policies to restrict their migration. The integration experiences of nurses and doctors requires extra research to understand the phenomena and to identify how to retain these professionals by tailoring policies to each of these professions (Davda et al, 2018).

Besides healthcare other sectors are finding hard to operate with the current skills shortage such as public sectors, public administration and even construction (CIPD, 2022).

4. Discussion on the long-term labour market developments to address the skills shortages in healthcare sector professions in the UK

As presented above the healthcare sector is one of the most affected sectors by the skills shortages. It has been debated that the skills shortage is generated by different aspects that relate to people's willingness to work in the industry, people being able to get the training, lack of planning for clinical training, immigration policies, pandemic repercussions and the most current is the rise of living cost and low pay and staff choosing to strike to rise their concerns.

The past and the existing problems within the healthcare sector has definitely impacting on the long-term more or less because of the pressure due to the increase of population, ageing population, lack of resources of funds from the Government.

The labour market in the healthcare sector is facing challenges on many plans, from shortage of high skilled staff to lower skilled workforce. The population expectations are very high also and the system feels the pressure from every corner. It is very important to make strategies towards the major issues affecting the sector, to pay attention of the staff needs such as training and adequate pay and patients needs and changing characteristics and patterns (Davda et al, 2018).

The Government needs ensure that in the long term creates opportunities for applicants to get training and have access to education, to attract young generation into working in the healthcare sector, to make the immigration policies more favourable for jobs access. Allowing existing foreign work to continue to work and allowing the flux of skilled staff for the sector.

Apprenticeships are an encouraging method for job development and developing a career in healthcare and it should be taken into account development of programs and situational positions for students to undertake. It should be a collaboration and partnership with the Universities to provide different choices for their studies.

Staff within NHS is not happy with the current pay, ambulance workers and nurses are going on strike after a very long time and that should be addressed promptly and take in consideration the great input that they have towards the society and the working conditions and high responsibility.

In conclusion this are just different aspects to look at for the labour market from the healthcare sector and their implementation would ensure development on the long term and reduce the existing gap skills. The healthcare sector has a large size and it involves micro and macro management and a more in depth situational analysis could highlight other issues also. It is important to address the major problems and put in place a national strategy.

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