

# RESOURCING AND TALENT PLANNING SURVEY 2020

Case studies

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

The CIPD's *Resourcing and Talent Planning* survey, in partnership with Omni RMS, examines resourcing and talent planning practices and the key challenges organisations are facing. It provides people professionals and their organisations with benchmarking data on important areas such as recruitment costs, employee turnover and retention. The survey for this 2020 edition was conducted online and sent to people professionals and senior HR leaders in the UK. In total, 661 people responded.

# Resourcing and Talent Planning Survey 2020

## Appendix: Case studies

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# Omni Resource Management Solutions

## Navigating shifting resource requirements through the pandemic

The COVID-19 pandemic has presented organisations with unprecedented resourcing challenges. While many organisations were closing their doors and furloughing employees, others – particularly those supporting the NHS – faced an unparalleled and urgent spike in demand for staff. Managing the influx of COVID-19 patients, opening new ‘Nightingale’ hospitals and implementing additional infection control measures required huge numbers of people, at a constantly increasing level of urgency. This increased need was then compounded by the loss of existing employees, who needed to quarantine or shield.

Omni was tasked with urgently sourcing over 600 support roles (mostly cleaners but also caterers, porters, helpdesk staff and engineers) for a client involved with the rapid mobilisation of the Nightingale Hospital in London, in addition to hundreds of additional staff for other healthcare sites across the country. Omni’s client had furloughed a number of employees in other business areas and the challenge was to redeploy as many of these people as possible into the required roles. Redeployment was viewed as the ideal solution as it provided opportunities to support furloughed workers, particularly those who wanted to continue to work, whilst also keeping resourcing costs as low as possible. All of the work was delivered ‘at cost’ to further support the healthcare sector and the fight against COVID-19.

Speed was clearly critical, as was addressing concerns about the risks of working on the front line. There were also immediate practical challenges including how to reach the furloughed workers, many of whom (such as cleaners) didn’t have work email addresses or work phones and usually received workplace communications onsite through line managers. In addition, many furloughed employees did not have English as their first language, so communications and the secondment process needed to be clear and simple.

## Developing a rapid-response technology solution

In a matter of days, Omni had designed and built a Facebook page, which provided information on the opportunities available, alongside an automated chat bot that was easy to use and able to process large numbers of people quickly and efficiently. The chat bot was designed to take employees through a series of questions to determine fit and interest, as well as collate personal contact details. Importantly, it was easy to use for non-native English speakers.

An internal marketing campaign also cascaded awareness about the redeployment options through a range of channels; ideas included via payslips, line managers, social media and company communications. A personal video message from the managing director was also sent out to help improve responses.

## Building up a talent pool

The Facebook and chat bot approach enabled Omni to build up a broader talent pool of potential candidates, including those who were interested but not in the right locations for current positions. This proved useful as demand from different healthcare sites fluctuated and, moreover, on realising the benefits of redeploying furloughed workers, other parts of the client’s business also turned to the solution for support.

## Responding to rapidly changing demand

The uncertainty that surrounded the development of the COVID-19 pandemic meant the situation regarding where and when staff were needed changed daily. The Nightingale

Hospital was put on standby and demand for workers in other hospitals varied unpredictably. Omni collaborated with Geometric Results International (GRI), a neutral vendor recruitment company providing temporary staffing solutions throughout the UK, to recruit large numbers of temporary workers in order to meet the demand and flexibility required.

*The level of requirement was so high we couldn't fill it all with redeployed workers, but we did provide a clear pathway and support for those who did want to work for their financial or mental health. We were also able to meet rapidly changing demands.*

Rick Reynolds, Account Director

### **Agile delivery**

Working together with their client, the NHS and other agencies, Omni was required to develop solutions to completely novel issues and challenges with no time for extensive planning.

*We have learned some key lessons, such as the importance of getting the communications and key messages right from the start, but we have also come up with something completely new to us and delivered it in rapid time scales. Our team has really lived up to the values of our business – collaborative, agile, ambitious, innovative and responsible.*

Louise Shaw, Director Resourcing Transformation

# Mitchells & Butlers

## Transforming youth recruitment and engagement

Mitchells & Butlers is one of the largest operators of restaurants, pubs and bars in the UK. Its many brands, including All Bar One, Toby Carvery, Harvester, Browns, O'Neill's and Stonehouse Pizza, employ 46,000 people across 1,635 locations.

Mitchells & Butlers was struggling with considerable resourcing difficulties in a challenging climate for the hospitality industry: chefs in particular are in short supply, hospitality is rarely promoted as an attractive career proposition for young people and, since the Brexit vote, there has been a considerable decrease in applications from EU workers.

Attrition in the organisation was running as high as 84% and replacing people was difficult and costly. The company was spending millions of pounds on agency staff, recruitment and compliance training. Food quality, safety, wastage and sales were suffering.

Mitchells & Butlers resolved to tackle the dwindling talent pipeline through an ambitious overhaul of their whole talent process. Jan Smallbone, Director of Learning and Talent Development, explains, *'We realised we were missing out on a vast pool of untapped talent – under-18s – who could really help this organisation, and that many of that diverse pool could really benefit from a career in hospitality and we weren't showcasing what we do.'*

## Changing hearts and minds

One of the first challenges was how to bring on board the company's 1,600 managers, from its 15 autonomous and culturally diverse brands. The business was unused to actively engaging young people and many managers were resistant to bringing inexperienced team members on board. The HR team approached the development of their strategy through a wide-reaching stakeholder consultation to understand and address concerns, find internal and external partners and advocates, and research into how millennials learn.

*As HR practitioners we also had to become very adept PR practitioners. We weren't a big team but you don't need a lot of people. What you do need is a lot of creativity, passion, resilience and gumption to get out there in front of people. We started with lots of little initiatives to engage others, build partnerships, find the adopters and get them advocating for us.*

Jan Smallbone, Director of Learning and Talent Development

## Initiatives to attract, develop and retain young people

Mitchells & Butlers' strategy incorporated a range of initiatives to tackle the entire talent lifecycle:

- **Creative branding** to explain who Mitchells & Butlers is and the diverse brands it incorporates.
- **Establishing an active presence on social media platforms**, including Snapchat, Instagram, Facebook and Twitter.
- **Collaboration** – Mitchells & Butlers works directly with competitors to attract people into the industry through a co-branded presence at recruitment/career fairs and through a co-branded website. Partnerships with charitable organisations, including Springboard, HeadStart, Believe in Young People and Birmingham Care Leavers, have helped Mitchells & Butlers promote the industry, reach diverse talent pools and offer work experience. Mitchells & Butlers also works with the Department for Education to provide 40-day work placements.

- **A new, digitised, branded learning management system** ('Mable') that offers 800 interactive courses, 400 videos, social learning groups and gamification linked to training delivery. The system has proved extremely popular with huge uptake of voluntary courses as well as facilitating compliance training. Digitisation has also contributed to a huge reduction in training costs and savings are being reinvested in other learning developments.
- **An award-winning apprenticeship programme including its own Chefs' Academy**, offering a range of qualifications, from GCSE up to master's level. The target of having an apprentice for every one of its 1,635 pub restaurant locations was hit six months early.
- **Championing diversity** – Mitchells & Butlers adapted training materials for non-native English speakers and the older generation to ensure all their diverse pool of talent can be developed and upskilled. Over 110 non-British employees have gained vocational qualifications at Mitchells & Butlers.
- **Focus on assessing potential** – talent management processes have been simplified and managers have been trained and supported to assess potential and identify talent early on.
- **Ongoing support for new recruits** – Mitchells & Butlers has introduced a range of initiatives to help retain employees including support through buddies and regular progress feedback sessions with managers who are trained in mentoring.
- **Recognition and pride events** – Mitchells & Butlers celebrates and showcases the achievements of employees through online forums, award ceremonies (including the annual 'Mabsterchef' competition), cooking at Springboard charity gala dinners and visiting the House of Commons during National Apprenticeship Week.

## Outcomes

The company has gone from training no apprentices at all in 2016, to apprentices now comprising nearly 5% of the Mitchells & Butlers workforce, making it the operator of the largest culinary apprentice scheme and the largest employer of under-18s in its sector. The volume and quality of applications has surged.

Loyalty and retention is also on the rise, bucking the trend in the sector. A fifth of Mitchells & Butlers' achievers are starting a second or third apprenticeship. *'It's not just about the young people, either,'* Smallbone reports. *'Older people within the business are really enjoying mentoring young people. Their skill and experience is really valued by the young people.'*

Improving food and experience satisfaction measures demonstrate that customers are also clearly benefiting from the new talent management approach.

*Innovation is not about trying to make something perfect, it's about being brave, trying something, learning from it and keeping going. We faced into the industry crisis knowing we had to make a start and had to grow. Now our young people are saying, 'I really value being in Mitchells & Butlers and see my career progressing so I'm staying.' That's critical because that is the measure of our success. We're getting people to change their minds about hospitality and stay.*

Jan Smallbone, Director of Learning and Talent Development

Mitchells & Butlers won the CIPD *People Management Award* for 'Best talent management initiative' in 2019.

# Crown Prosecution Service

## Enhancing employer brand and streamlining recruitment processes

The Crown Prosecution Service (CPS) is a non-ministerial government department responsible for prosecuting criminal cases in courts in England and Wales. It employs approximately 6,000 staff in legal and operational delivery roles.

The CPS identified that to meet changing business priorities it needed to recruit and retain hundreds more people with the skills and capability to deliver a high-quality service.

Resourcing activity needed to focus particularly on attracting and retaining barristers and solicitors, given the nature of CPS work, across geographical locations. In addition, the introduction of the Apprenticeship Levy, which asked all government departments to ensure a minimum of 2.3% of its workforce are apprentices, offered a new opportunity to build an early talent pipeline.

### Employer brand

For six years, the CPS had not been able to employ additional staff due to a recruitment freeze – but now funding was available it needed to re-establish itself in the market for legal talent. New employer branding was chosen as the most effective way of raising awareness of the attractive career opportunities available in the CPS.

Following detailed research including stakeholder interviews, staff focus groups, competitor analysis and conversations with current and prospective employees, a new employee value proposition was created. The new offer had its own attention-grabbing visual style which was designed to showcase not only the professional opportunities offered by the CPS but also the personal fulfilment that comes from working for a public service organisation with a strong purpose and values-led culture.

### Recruitment process

In addition to improved marketing, there was also a need to update processes to ensure the best people for all roles – whether legal or operational delivery – were recruited effectively and quickly, thereby reducing the average time to hire.

The CPS wanted to create a recruitment process that placed a greater emphasis on crucial verbal communication skills at an early stage, particularly for legal roles where lawyers are required to present the prosecution case in court.

The CPS created a far more streamlined application process. It introduced video interviews as a first-stage screening tool, asking legal candidates to articulate their motivation for applying and expand upon their expertise, followed by face-to-face interviews for short-listed candidates, incorporating a legal case study exercise.

In line with the new Civil Service recruitment approach, the competency-based application process was replaced with 'Success Profiles'. These incorporate a wider range of competency selection elements – ability, behaviours, strengths, experience and technical skills. This allows recruiters to more accurately tailor application processes to each individual vacancy as well as giving applicants a broader range of opportunities to demonstrate their suitability for a post, consequently driving up performance and inclusivity.

## Outcomes

Following the implementation of the new employer brand and recruitment process in 2018/19, the CPS filled more than 1,000 vacancies, and achieved an average time to hire of 35 working days – seven fewer than the Civil Service average at that time.

The new branding has resulted in increased visibility via digital channels. The LinkedIn company page follower count increased by 30% and Twitter post engagement rose by up to ten times.

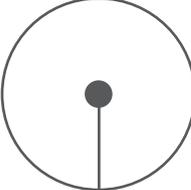
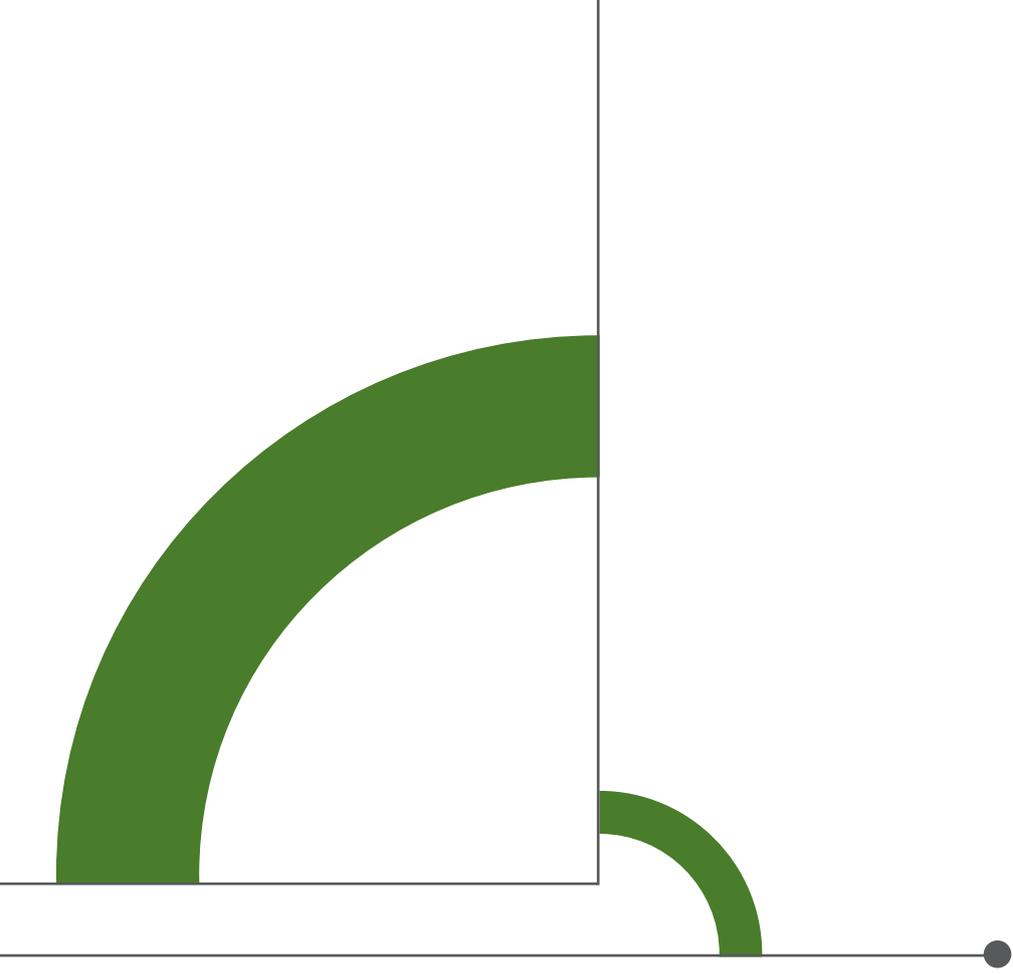
The scheme also attracted record numbers of apprenticeship candidates. In March 2018, *Civil Service News* published that the CPS employed 3.3% (180 members of staff) of its workforce as apprentices – the highest of any government department.

The CPS won the CIPD's *People Management Award* for 'Best resourcing initiative' in 2019, for their outstanding work in this area.

## Current position

*We have continued to build on this success. Through subsequent campaigns we have made employment offers to 360 barristers and solicitors in England and Wales and 43 legal trainees: our prosecutors of the future. We are continuing to recruit nationally for lawyers and legal managers alongside local opportunities in other professional roles through the CPS website careers page, Twitter, LinkedIn and Civil Service Jobs.*

Steve White, Head of HR Strategic Resourcing and Workforce Planning



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