T-LEVELS | Institute for Apprenticeships & Technical Education

T Level Technical Qualification in Management and Administration (8715-30)

8715-033 Core: Employer-Set Project

Project Brief

Autumn 2023

City & Guilds | ilm

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Project brief

The employer

JustMake is a pharmaceutical manufacturing organisation established in 2014. They are based in the UK and import goods and export products globally. Despite supply chain shortages and the impact of external factors on the sector, the organisation has achieved a 3% increase in demand for their products this year.

The impact of escalating global cost pressures is driving the Directors of the organisation to look at ways to manage growth through its people and processes.

JustMake faces major challenges in the manufacturing sector to attract, retain and develop a highly skilled workforce. The organisation is now thinking about its long-term investments in people and their skills, and the potential impacts of digital strategies as a forward-thinking approach for the challenges they face.

The results of a recent Employee Engagement Survey (EES) have highlighted that there are some key areas of concern, particularly from those that have recently joined the organisation. In response to this the organisation has agreed to invest in a project focusing on how the business can attract, retain and develop a highly skilled and diverse workforce.

The project has three areas of focus: a review of the approach to recruitment, how people are inducted into the organisation, and how people are developed within the organisation. The People Director has appointed a Project Manager to oversee the project.

The project

You are one of three Project Co-ordinators working closely with the Project Manager and a team of administrators. The Project Manager has approached you to work on the part of the project that focuses on how people are inducted into the organisation.

The Project Manager has requested that you create a formal induction process for JustMake. The induction process needs to be flexible to support new recruits and their individual needs, as well as consider the aims of the organisation to develop and retain a highly skilled workforce.

The Project Manager has shared with you that the People Director has expressed that the new formal induction process should take into consideration any technological advancements and should aim to improve the effectiveness of the induction process in the most cost-efficient way. It is also hoped that it will provide an opportunity to further all staff awareness of the importance of equality, diversity and inclusion.

You will research how induction processes are impacted by structure, people and management, digital technologies and tools, quality and benchmarking. You will use your planning and project management skills to outline a solution for JustMake. An extract of organisation information EES review meeting minutes and the People Director's business case for the overall project have been provided for you.

The Project Manager has confirmed that you have a budget of £250,000 and need to define the induction process in 6 months.

Resources
Organisational Information

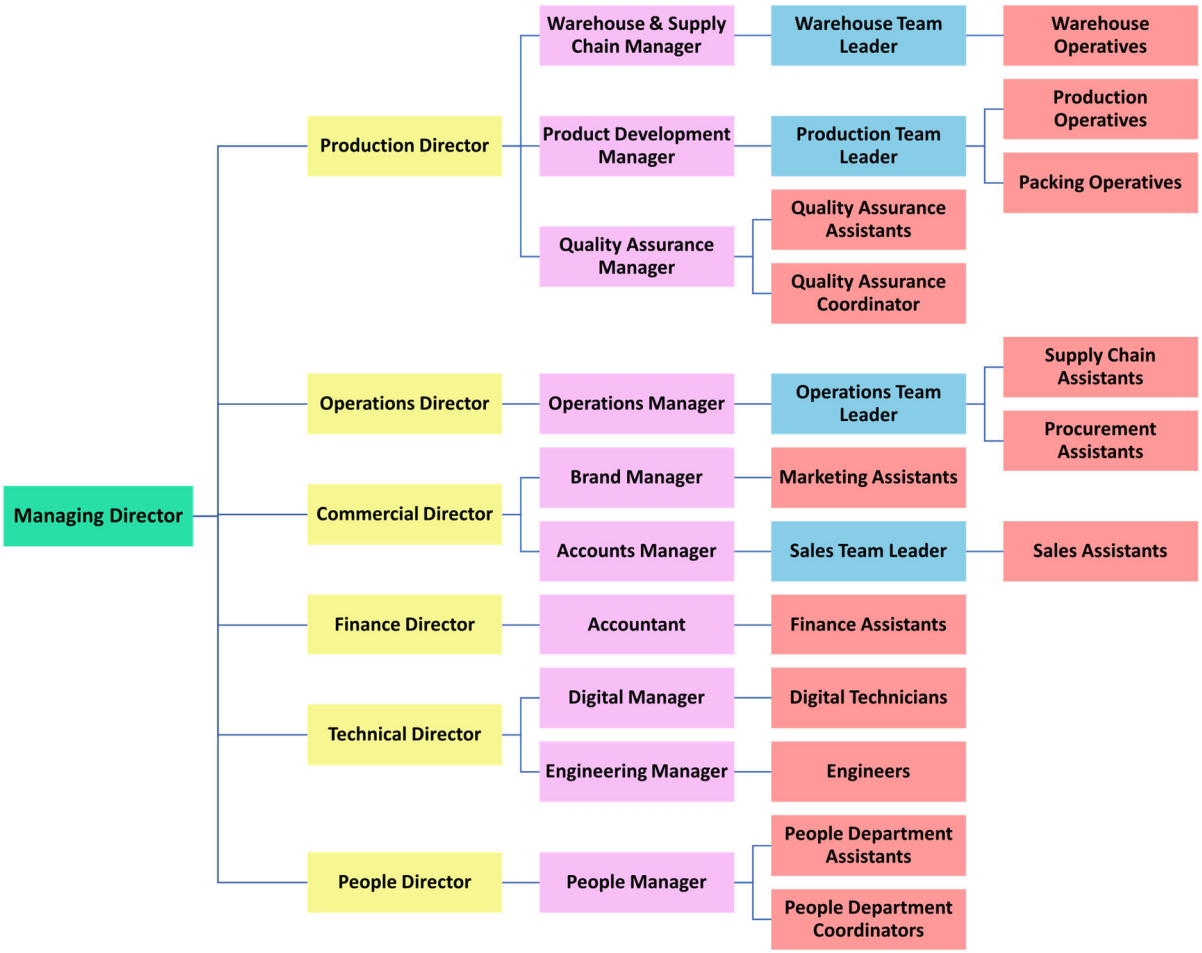
JustMake currently employs 600 staff across two sites in a range of manufacturing and business support roles. The main site is located in the East Midlands, the other site is located in the North East. Since the Covid pandemic, departments that are more desk based, now work a hybrid model with staff working some days each week in the office and some days at home. This is also the case for some senior staff in warehouse roles.

JustMake's mission statement is **"To empower our people to provide seamless customer experience worldwide and keep the customer at the heart of everything we do".**

JustMake uses external benchmarking to support quality in the business and is wanting to work towards Investors in People (IIP). The organisation's core values centre around its employees. It strongly believes in the importance of diversity and inclusion. A further focus is placed on effective leadership with the emphasis on:

- Respect for individuals
- Empowering all staff
- Recognising effort, achievement and ways to improve
- Encouraging innovation
- Effective communication.

JustMake organisation structure



Meeting Minutes – Employee Engagement Survey review

JustMake, Employee Engagement Survey review meeting
20th April 2023, 9.00am

Present: Managing Director (Chair), People Director, Production Director, Operations Director, Commercial Director, Finance Director, Technical Director, Administrator (Minutes)

Item	Discussion Points	Actions
1.	Welcome, apologies.	
2.	Review of previous minutes and actions arising.	Chair, Administrator
3.	Survey Summary presented by People Director Overall Results showed 63% overall response rate, which is good, better than anticipated this year. **Key themes to highlight across the organisation.** • Managing performance – 51% of employees feel their manager helps them improve their performance. • Building capability – only 33% responded to say they are informed of the organisations learning and development activities. • Empowering and involving people – 35% of employees feel they are encouraged to use their initiative and make decisions. • Diversity – 20% of employee responses agreed that the organisation hires people from a variety of different backgrounds. **Results also highlighted that there are number of concerns from new starters to the business.** **Key areas of concern from those that have joined in last 6 months** Role Clarity – 42% of responses indicated that there is an unclear expectation of what they are required to do in their role, • Role Clarity - 35% of responses said they did not have agreed objectives to help them learn and develop skills on the job. • Building capability - 75% Lacked clarity around career progression within the organisation. • Connection - 73% Lacked awareness of how their role fits into the wider organisation. Extract of comments from across the survey from those that joined in the last 6 months: • 'If I had a concern, I think I could approach my line manager, but I don't know who else can help'?	• All Directors to work with their managers to have in team discussions and action plans. • People Director action to submit a business case to address themes around induction and development.

	• 'I work from home 3 days a week and when I am in the office I tend not to be in on days when I can spend time with my manager.' • 'I spoke to a colleague who works on a different department to me and he was able to advise me on areas that I hadn't been shown when I started' • 'To be honest when I started on the department I felt thrown in at the deep-end and I have just had to learn on the job. • 'I know that some of my colleagues have had a one to one, but I don't know when mine will be or what I need to prepare.' • 'I found the start of my employment unstructured and confusing, and was not clear on my shift patterns and when I can take breaks'. • 'The training that was key to my role always scheduled on days when I was working from home'. • 'I work 3 days a week from home, I have never met anyone from outside my immediate team' **Notes from meeting discussion:** Production Director raised that Managers from the production department had reported that productivity is affected when new staff join, because of the amount of time it takes existing staff to train new starters, particularly in health and safety. Operations Director expressed similar concern regarding the amount of time it takes managers and team leaders in their team to train new starters particularly with the increase in production and the amount of time that is required operationally. Technical and Finance Directors had both had managers raise with them that they did feel it was their job to complete the organisation induction with their staff.	
4.	**AOB** None.	
5.	**Next Meeting Date**: 27 November 2023	Administrator

Business Case

Business Case – JustMake

Date: June 2023 Submitted by: People Manager

PROJECT GOALS

To attract, retain and develop a highly skilled and diverse workforce, through recruitment of new talent into the organisation, clearer induction processes and a structured development programmes for employees.

ISSUE

The business is doing well and growing and we have a need to grow the workforce. There is a trend in some areas of the organisation of staff leaving within 6 months of joining which is costing the business money and slowing the potential for further growth. The most recent Employee Engagement Survey results highlighted a need to improve induction processes and review approaches to developing people across the business.

OPTION

We have the opportunity to pull together a project team to review the approach to recruitment to focus more on attracting diverse talent, introduce a formal induction process to improve efficiency and effectiveness across the business, and structured development programme for employees

CONSTRAINTS & RISK

- Additional expenditure will be needed. Budget is restricted to £750000 overall.
  - £250, 000 on recruitment plus existing budget already allocated
  - £250, 000 on induction process and roll out
  - £250, 000 on a development programme
- Managers' workload
- Hybrid working across the organisation.
- Time – whether implementation of any new technologies/systems is achievable within 6 months (26 weeks)

DELIVERABLES – (WHAT WE HAVE)

Current approaches to

Recruitment

- Generic recruitment process that goes out to one agency to recruit to all roles
- Job descriptions and person specification for all roles in the organisation

Induction

- Induction approach is determined by each team.
- Operating procedures for all tasks within the business.

People Development

- Career development discussions with manager

WHAT WE NEED

We need the project to recommend approaches to**:**

- Recruitment processes that attract diverse new talent into the business
- A formal Induction process that is more efficient and effective for new recruits to different departments and different roles
- Clearer information on the website around working at JustMake to support attracting people.
- A management and leadership programme that supports career progression, that works for both new entrants to the business and existing employees.

BENEFITS • *Operational*: improved efficiency to support maintaining productivity/team optimisation. • *Financial*: reduced ongoing spend on recruitment, more visibility of costs, more strategic approach to further growth • *Customer*: improved stakeholder satisfaction; more consistency in stakeholder relations. • *Staff*: improved job satisfaction; culture; increased staff retention.
COST CONSIDERATIONS *People*: salaries of project/admin staff, outsourced parties, roll out. *Physical*: tools including computers, phones, servers, network. *Organisational*: operational down time, short term loss in productivity. *Services*: software as a service, consultancy service, new or increased services required.
EXCLUSIONS • Ongoing role specific training
Sign off: Managing Director

Get in touch

City & Guilds Technicals Quality Team

We are here to answer any queries you may have regarding your T Level Technical Qualification delivery.

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