

# Dealing with Resourcing and Talent Challenges in Your Organisation with Mary Connaughton, CIPD

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*Championing better  
work and working lives*

# Dealing with resourcing and talent challenges in your organisation

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Virtual

@IoDIreland @cipdireland

# CIPD: Professional body for the people profession

## *Championing better work and working lives*



**Building voice  
and impact**



**Building professionalism  
Experts in people, work and change**

# Would you trust a robot more than your manager?

Your future boss could be a robot



A new survey finds 82% of workers think robot managers are better than human managers at certain tasks.

Image: REUTERS/Rodrigo Garrido

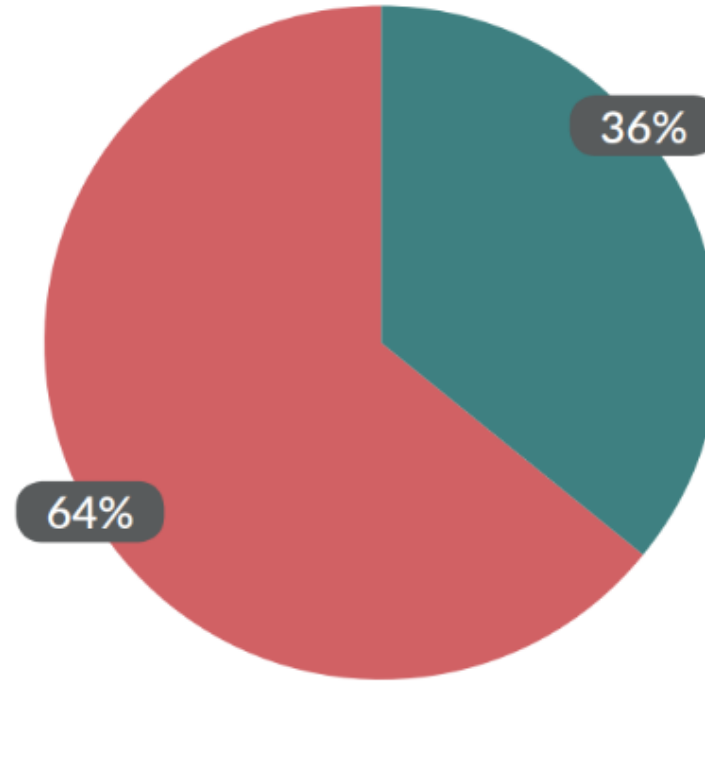
## ROBOT

- Unbiased information
- Maintaining work schedules
- Problem solving
- Managing a budget

## MANAGER

- Understanding feelings
- Coaching
- Creating a work culture

*Oracle and Future Workplace, 2019*



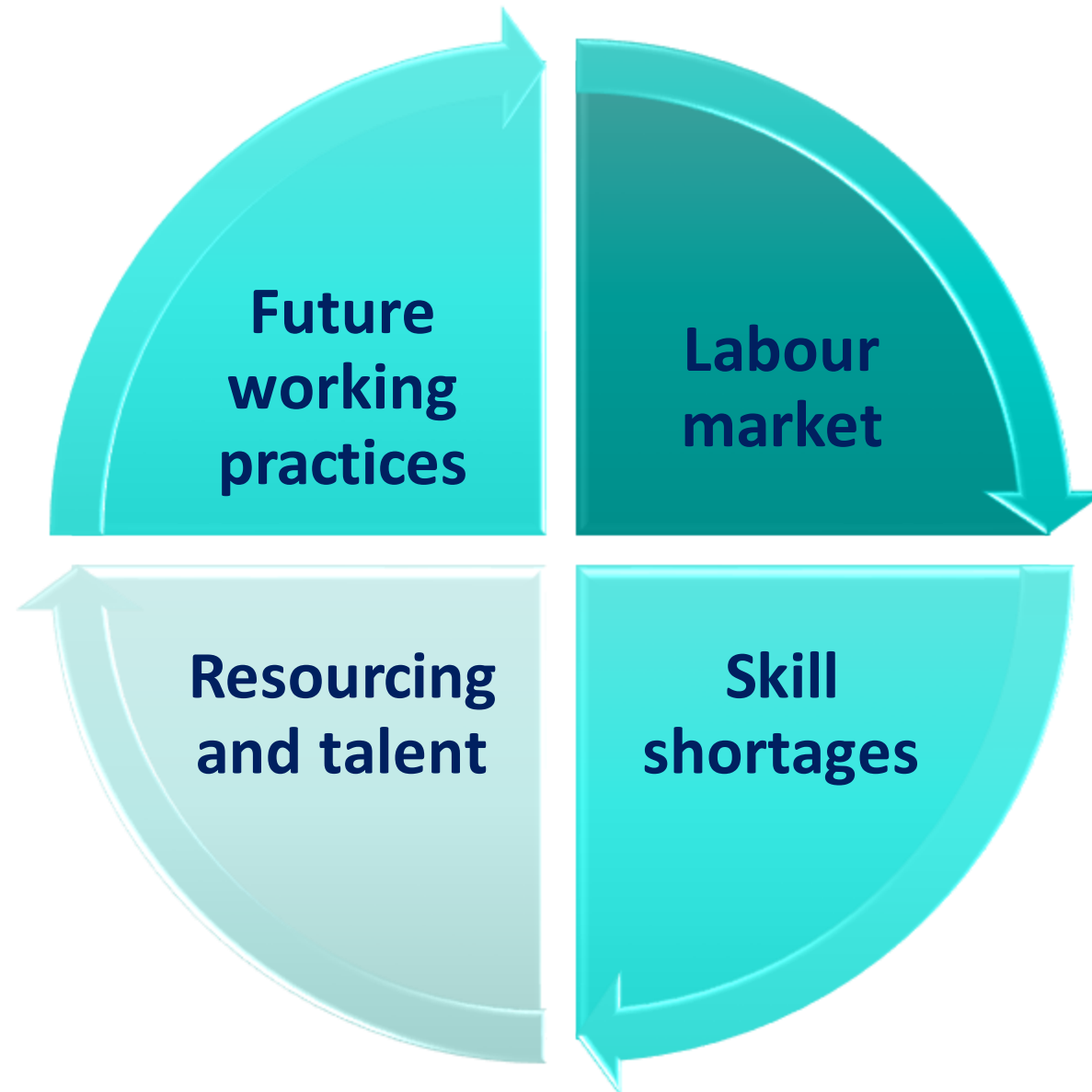
● Yes  
● No



Early efforts show a new vision of the future of the internet, with the creation of immersive digital-only worlds as well as a deeper blurring between digital and physical.

*Accenture, 2022*

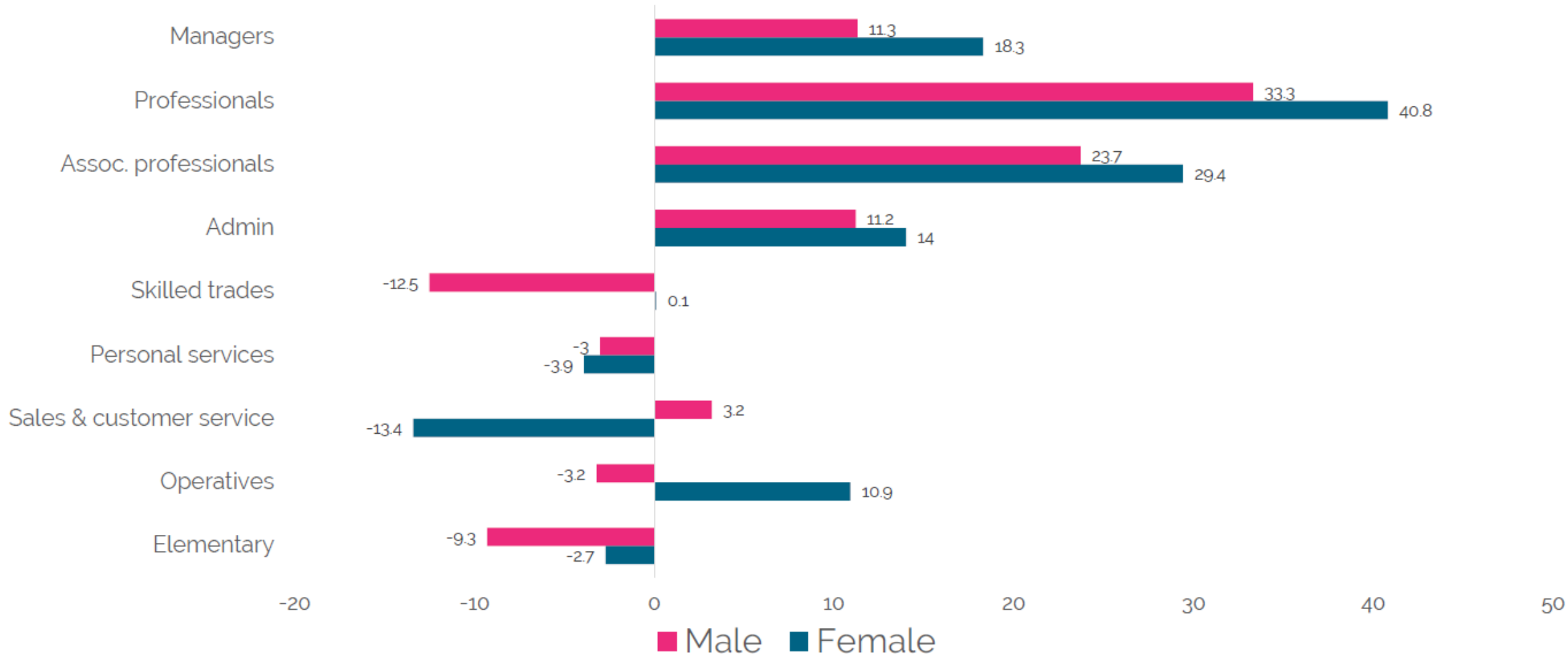
# Resourcing and talent challenges today





# A changing labour market

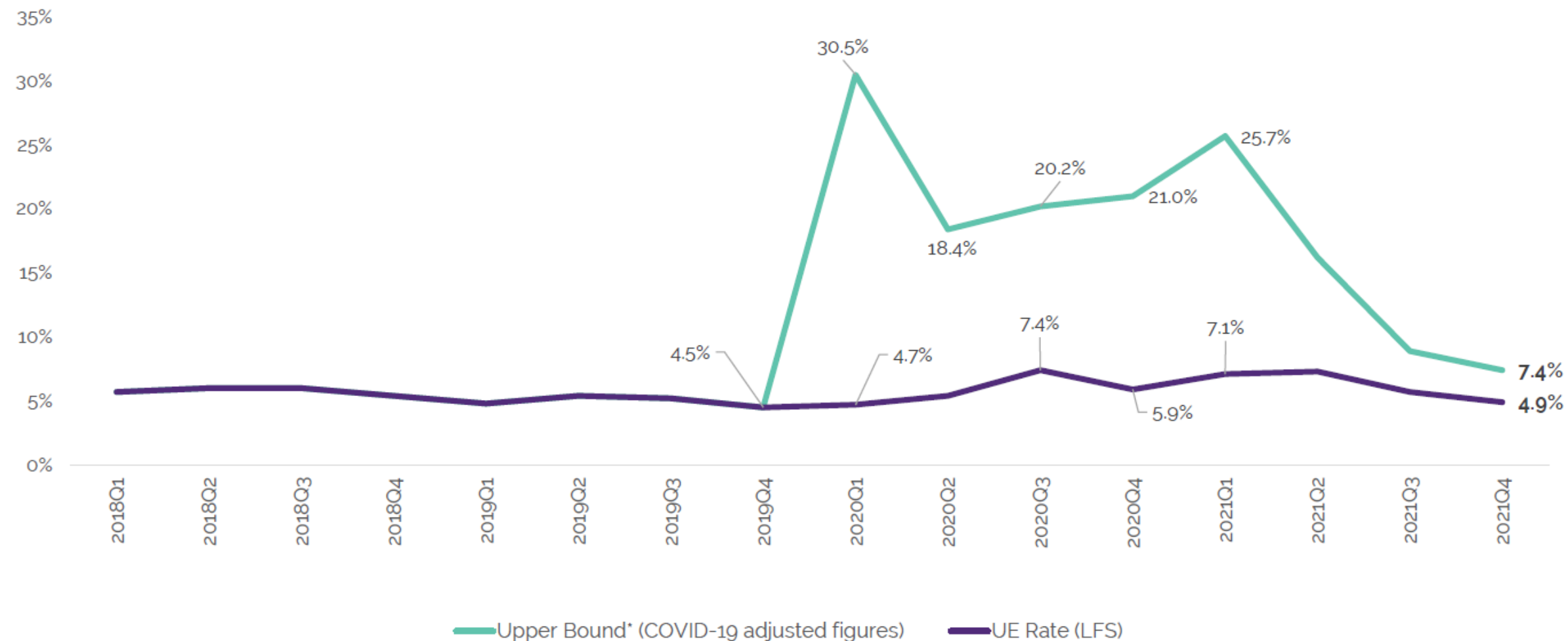
# Employment change by gender & broad occupation (000s), q4 2019 – q4 2021



Source: SLMRU (SOLAS) analysis of CSO data



# Unemployment





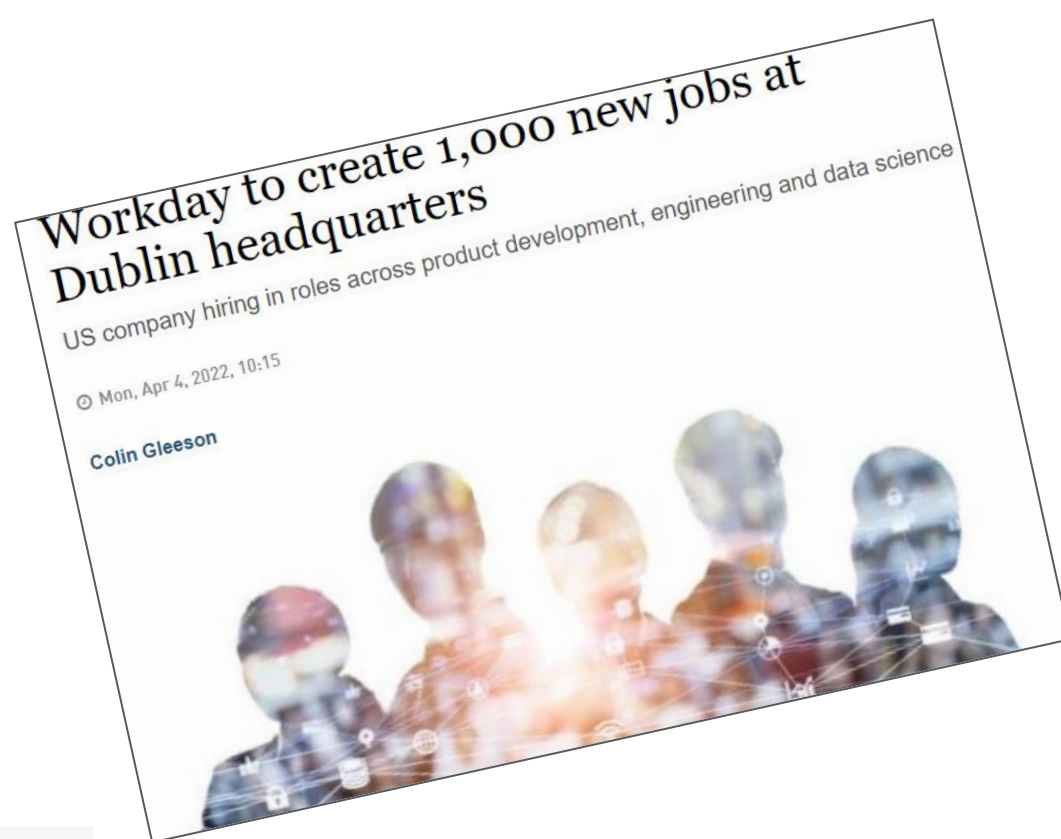
# Tight labour market here to stay

Economic, technological and social changes mean people are moving between working and non-working life more often during their lives.

- Aging workforce – Facing small net gains in labour market size – used to significant jumps (increase of 25k in 2019 down to 2K in 2020)
- More people leaving for ‘inactivity’ than returning from ‘inactivity’
- Fall in inter-occupational transitions
- Those able to work from home tended to be highly educated (81%) and in high skilled jobs (62%)

## PERSONALISED EMPLOYMENT RELATIONSHIP

- ❖ Can I work from home
- ❖ Can I work part-time
- ❖ Bidding war - I expect a pay jump
- ❖ How soon can I do your job?



#### PRESS RELEASE

04-04-2022

€12 million investment  
by EirGen Pharma

#### PRESS RELEASE

04-04-2022

Workday to Create  
1,000 New Jobs in  
Dublin Over the Next  
Two Years; Plans to

#### PRESS RELEASE

01-04-2022

xWave and CeADAR  
team up to improve  
patient testing using AI

#### PRESS RELEASE

31-03-2022

Minister of State  
Hildegard Naughton  
officially opens HID  
Global's Centre of

#### PRESS RELEASE

31-03-2022

Leading File Data  
Services Provider  
Nasuni Set to Open  
New Innovation Centre

#### PRESS RELEASE

30-03-2022

Shippo Accelerates  
International Expansion  
with Opening of First  
European Office in

#### PRESS RELEASE

30-03-2022

Clearco Commits €100  
Million Investment Into  
the Irish Economy

#### PRESS RELEASE

28-03-2022

Zinkworks establishes  
software engineering  
hub in Co. Donegal

## Cybersecurity Jobmarket in Ireland





# Skill shortages

# CIPD HR Practices in Ireland, 2022

**85% of business facing skills shortages**

## **Areas of skills shortage DOUBLED since 2020**

- Operations/frontline
- IT
- Customer service
- Research and development
- Other



# CIPD HR Practices in Ireland, 2022

## Resourcing over the past 12 months

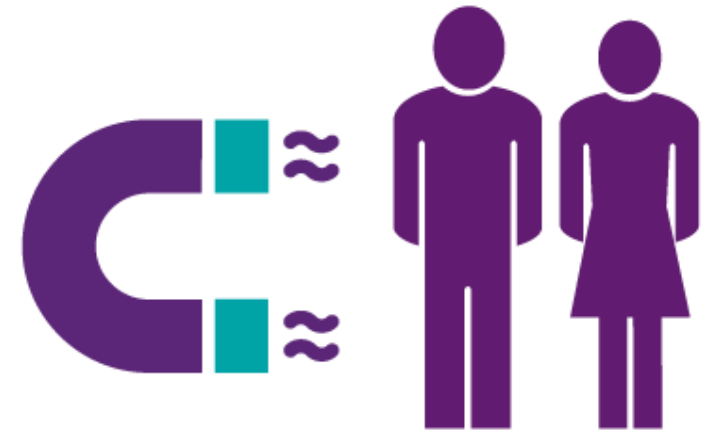
- Competition for experience talent increased
- Talent more difficult to retain
- Recruited more diverse workforce
- Developed more talent in-house
- Recruited from wider geography



# CIPD HR Practices in Ireland, 2022

## Strategies for recruitment and retention

- Flexible working practices
- Championing diversity
- Assessment of future skills needs
- Investing in employer brand
- Cross functional/global experiences
- Graduate and hi-potential programmes



# CIPD HR Practices in Ireland, 2022

## Adaptive strategies

- Analyse current and future skills needs
- Automate/augment activities with technology
- Redesign roles







# Resourcing and talent

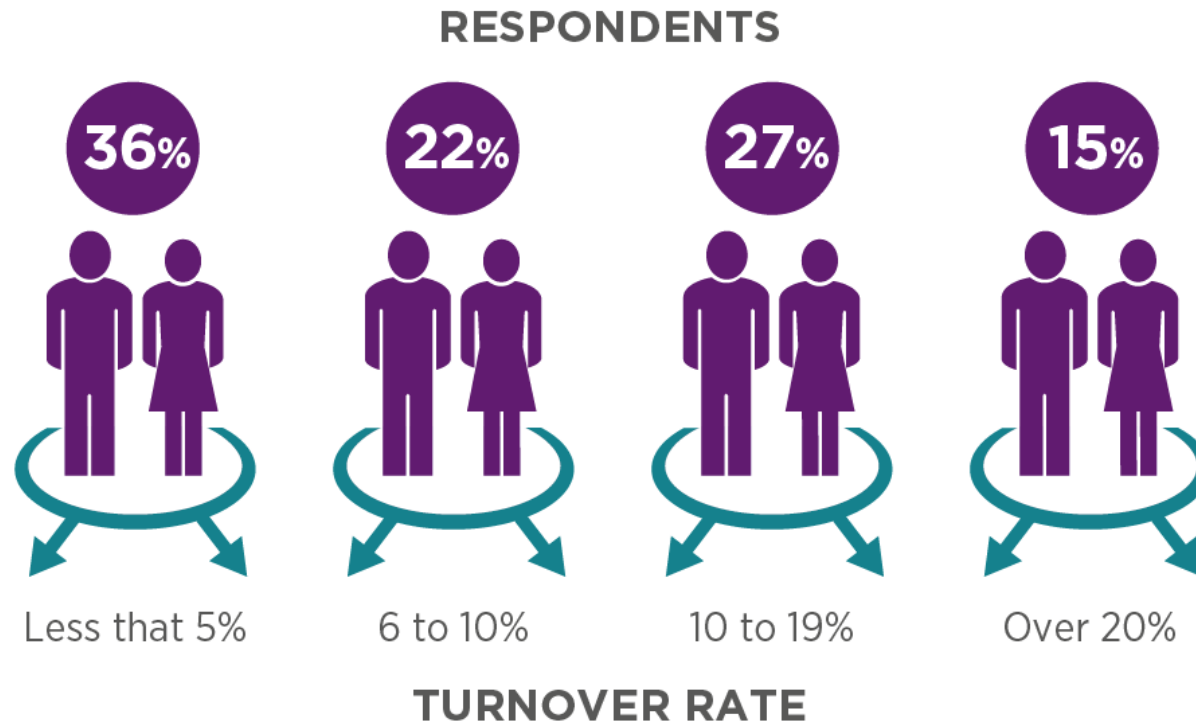
# CIPD HR Practices in Ireland, 2022

## The great reevaluation



# CIPD HR Practices in Ireland, 2022

Employee turnover rates comparable to pre-pandemic



# CIPD HR Practices in Ireland, 2022

## Top reasons to leave



# Implications

## Priorities

- Labour market and Covid-19 the external drivers of change
- **Organisation priorities**
- Attracting, retaining employees
- Hybrid working
- Increased visibility of people profession

CIPD

## People Priorities

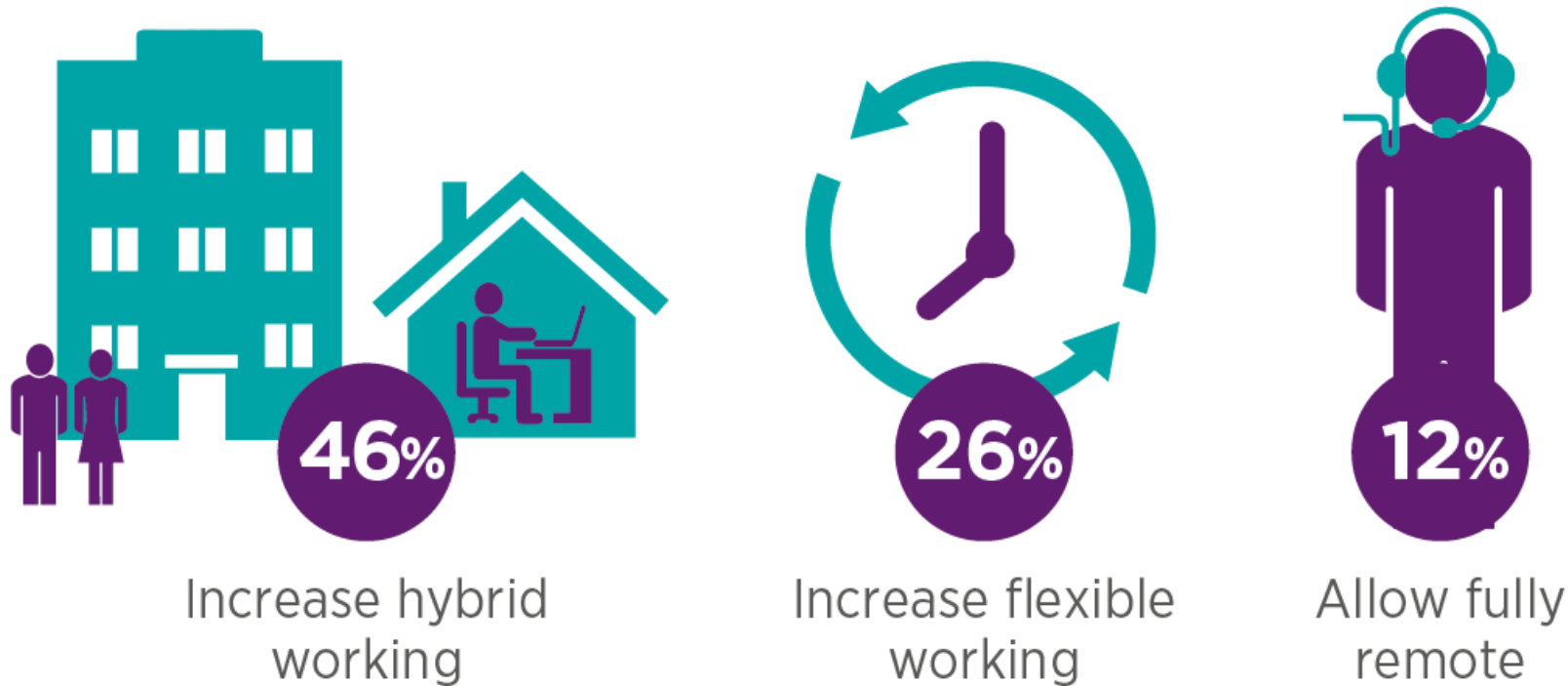
- Talent management
- Employee engagement
- New sources of labour
- Investment in skills
- Workload and concern over return to work contributing to mental health issues
- Line managers



# Future working practices

# CIPD HR Practices in Ireland, 2022

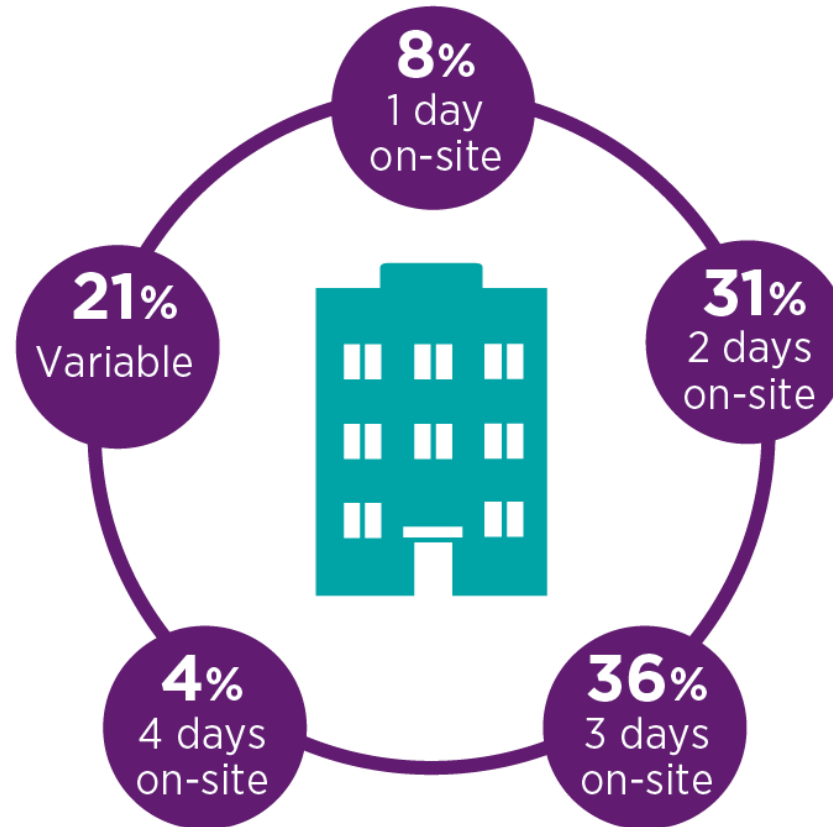
## Changes to future working practices





# CIPD HR Practices in Ireland, 2022

## Anticipated future working model



# CIPD HR Practices in Ireland, 2022

## Implementing remote/hybrid working



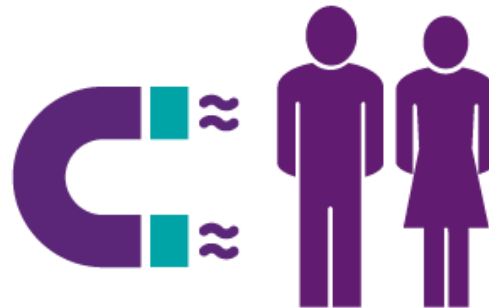
Policy in place

65%



Technology to support it

75%



Part of strategy to attract/retain talent

56%

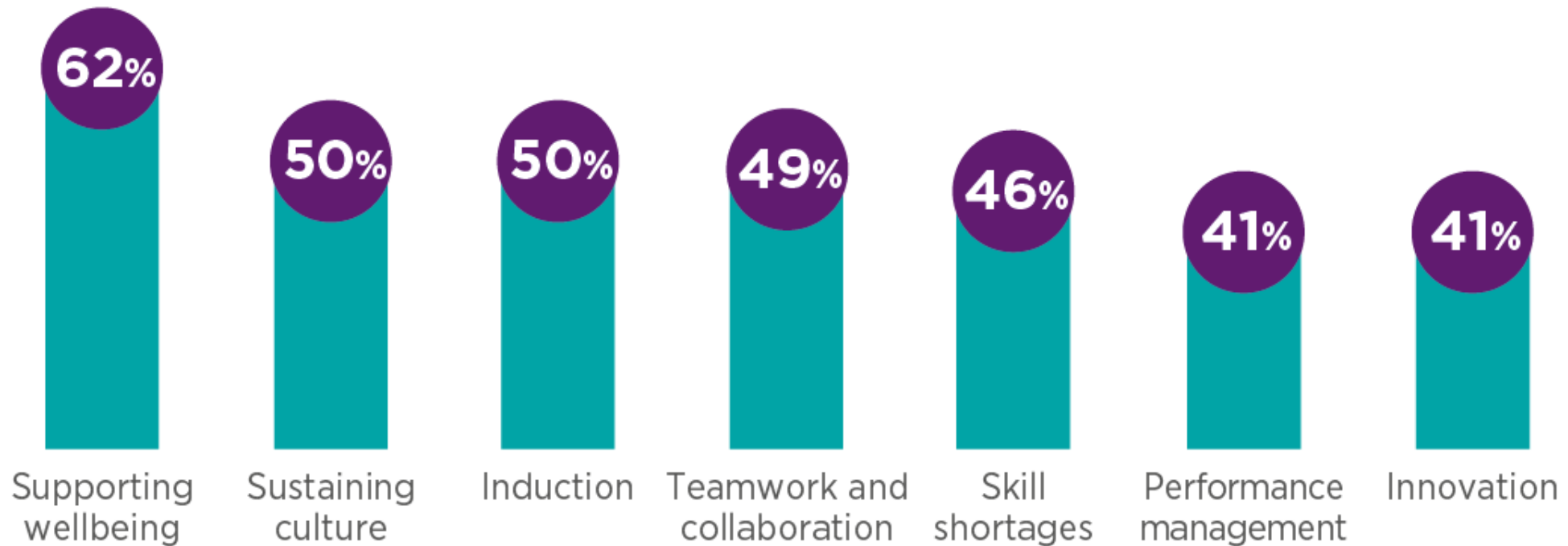


Line managers trained to manage it

41%

# CIPD HR Practices in Ireland, 2022

## Challenges of remote/hybrid working



# CIPD HR Practices in Ireland, 2022

## Effect of pandemic on culture



Negatively



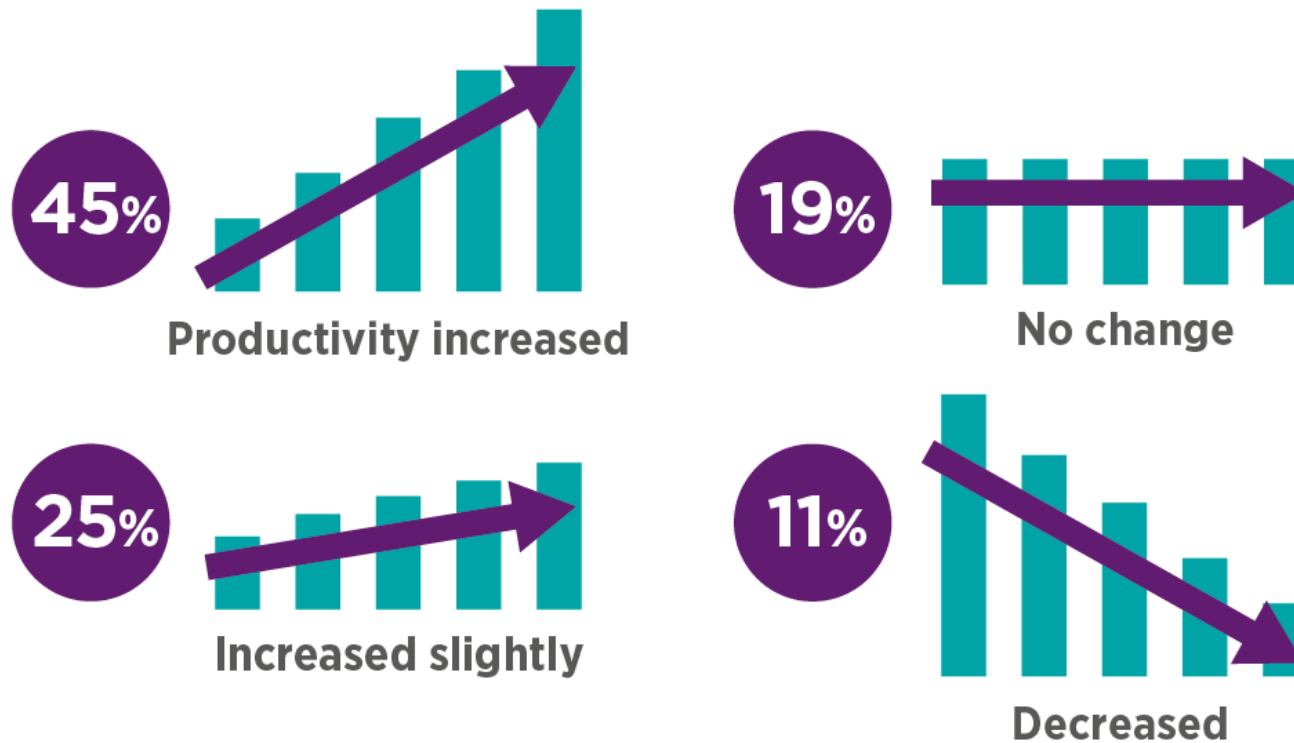
Positively



No change

# CIPD HR Practices in Ireland, 2022

## Changes in productivity



# Changing employment landscape

- Forthcoming legislation
- Right to request remote working
- Statutory sick pay
- Pension autoenrollment
- Gender pay gap reporting in 2022 – June date
  - new regulations due



# Thank You

The background of the slide is a solid teal color. In the lower right quadrant, there are several overlapping circles in various shades of teal and grey. Two white outlines of speech bubbles are also present, one in the lower right and one in the lower left, both pointing towards the center of the slide.



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