

416 Recruit, select and keep colleagues

Summary

This unit is about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Reviewing
- Interviewing
- Negotiating
- Planning
- Team building
- Communicating
- Valuing and supporting others
- Decision-making
- Consulting
- Problem solving
- Information management
- Obtaining feedback

Performance Indicators

You will:

1. Talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
2. Identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration
3. Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
4. Identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow
5. Consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit
6. Consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
7. Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
8. Seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues
9. Participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
10. Make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
11. Judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvement

Behaviours

1. You recognise the opportunities presented by the diversity of people
2. You work to turn unexpected events into opportunities rather than threats
3. You try out new ways of working
4. You identify people's information needs
5. You seek to understand people's needs and motivations

6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. You take and implement difficult and/or unpopular decisions, if necessary
8. You act within the limits of your authority
9. You show integrity, fairness and consistency in decision-making

Knowledge

You will know:

General knowledge and understanding

1. Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
2. The types of reasons colleagues might give for leaving
3. How to measure staff turnover
4. The causes and effects of high and low staff turnover
5. The measures which can be undertaken to address staff turnover problems
6. How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
7. The different options for addressing identified shortfalls and their associated advantages and disadvantages
8. What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
9. The different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
10. The different recruitment and selection methods and their associated advantages and disadvantages
11. Why it is important to give fair, clear and accurate information on vacancies to potential applicants
12. How to judge whether applicants meet the stated requirements of the vacancy
13. About sources of specialist expertise in relation to recruitment, selection and retention
14. How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
15. How to review the effectiveness of recruitment and selection in your area

Industry/sector-specific knowledge and understanding

16. The turnover rates within similar organisations in the industry/sector
17. About recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
18. The working culture and practices of the industry/sector

Context-specific knowledge and understanding

19. The current people resources available in your area, including skills, knowledge, understanding and experience of colleagues
20. The work requirements in your area
21. The agreed operational plans and changes in your area
22. The staff turnover rate in your area
23. Job descriptions and person specifications for confirmed vacancies
24. Local employment market conditions
25. The organisation's structure, values and culture
26. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
27. The sources of specialist expertise in relation to recruitment, selection and retention used by your organisation