Higher National Unit specification: general information

Unit title: Recruitment, Selection and Induction

Unit code: H1XK 34

Superclass:	AJ
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Source:	Scottish Qualifications Authority
Version:	01

Unit purpose

This Unit is designed to provide an introduction to the recruitment, selection and induction process. It will provide candidates with the knowledge and skills to enable them to effectively contribute to each stage of the process.

On completion of the Unit the candidate should be able to:

1   Contribute to the recruitment process.
2   Contribute to the selection process.
3   Design an induction programme for a new employee.

Recommended prior knowledge and skills

Candidates would normally be expected to have competence in communication skills at SCQF level 5 or similar qualifications or experience.

Credit points and level

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

General information (cont)

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

The assessment exemplar for this Unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable instrument of assessment. Centres wishing to develop their own assessments should refer to the assessment exemplar to ensure a comparable standard. Assessment exemplars are available on SQA's secure website.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Outcome 1

Contribute to the recruitment process.

Knowledge and/or skills

♦ Job analysis techniques
♦ Job description and person specification
♦ Contemporary recruitment sources
♦ Current employment legislation

Evidence Requirements

Evidence Requirements for this Outcome can be found immediately after the Knowledge and/or Skills section in Outcome 2.

Outcome 2

Contribute to the selection process.

Knowledge and/or skills

♦ Stages involved in the selection process
♦ Selection techniques
♦ Decision making
♦ Current employment legislation

Evidence Requirements for Outcomes 1 and 2

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

♦ explain the job analysis process and the products derived from it

And in response to a scenario, they can:

♦ create a job description and a person specification
♦ identify current recruitment sources

Higher National Unit specification: statement of standards (cont)

Unit title: Recruitment, Selection and Induction

Having evidenced the recruitment process candidates are required to evidence the selection process by:

♦ identifying each stage of the selection process
♦ identifying appropriate selection techniques and highlight the advantages/disadvantages of at least one of the methods
♦ explaining the process of decision making to arrive at the appointment of an appropriate candidate

Evidence presented must comply with current legislation and be appropriate to the given scenario.

Outcome 3

Design an induction programme for a new employee.

Knowledge and/or skills

♦ Nature and purpose of induction
♦ Benefits of a systematic induction
♦ The induction process and levels of induction
♦ Who should be involved in an induction
♦ Induction checklists
♦ Follow up procedures

Evidence Requirements

Candidates will need to provide evidence to demonstrate the Knowledge and/or Skills by showing that they can:

♦ explain the nature and purpose of induction
♦ describe the benefits of systematic induction
♦ design an induction plan and checklist for a new employee
♦ explain what follow up procedures should be in place after the induction programme

Evidence presented must comply with current employment legislation.

Higher National Unit specification: support notes

Unit title: Recruitment, Selection and Induction

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

The Unit is primarily intended to prepare candidates for an assisting role in the recruitment and selection process. It will provide the essential underpinning knowledge and skills in this context and the opportunity to explore both the theory and practice.

The following notes give additional information on each Outcome:

Outcome 1 enables the candidate to describe the process of job analysis and to compile job descriptions and person specifications in keeping with current practice, as well as to identify and evaluate the most appropriate sources in order to attract the best applicants. Candidates should become familiar with the following terminology and techniques:

♦ Definition of — job analysis; role analysis; competency analysis; skill analysis; task analysis; faults analysis; role profile; job description; person specification; learning or training specification
♦ Techniques of data collection — observation; interviews; group discussions; self-description; critical incident; questionnaires; diaries and logs; advantages/disadvantages of these techniques
♦ Job description — definition; format, eg job title; responsible to/for; overall purpose; job content; miscellaneous; use of in relation to job evaluation, recruitment, training and development
♦ Person specification — definition; content; format (plans, eg Roger's Seven Point Plan and Fraser's Five Fold Grading System); competency-based approaches
♦ Recruitment — internal recruitment; talent spotting/screening; e-recruitment; job centres; recruitment agencies
♦ Advertising — shop windows; factory gates; local/national press; professional, specialist and technical journals
♦ Media — local radio; television; the internet
♦ The 'milk–round'
♦ Word of mouth (personal recommendations)
♦ Networking
♦ Head hunters
♦ Waiting lists or speculative queries
♦ Open days
♦ Liaison with schools/colleges
♦ Implications of Employment Law for adverts, job descriptions and person specifications

Higher National Unit specification: support notes (cont)

Unit title: Recruitment, Selection and Induction

Candidates will also develop the skills to analyse the requirements and to identify the likely sources and job features required for good copy. The following should be considered:

♦ Jobs — how many have to be filled and by when?
♦ Consider job description and person specification to gain information on responsibilities, qualifications and experience required
♦ Define the terms and conditions of the job, ie pay and benefits
♦ Factors affecting recruitment, eg 'employer of choice'; poor reputation; bad conditions
♦ Agencies — if using, check the following: fee structure; expertise; level of service; samples of work; methods of working

Outcome 2 focuses on the stages involved in the selection process including identifying and analysing a variety of selection techniques; the preparation, structure and skills involved in selection interviewing etc. The candidate may practice planning and role playing selection interviews including reviewing 'best practice'. Candidates will explore the following:

♦ Candidate data collection: short listing; application forms; CV's; tests; appraisals (for internal candidates); references; online questionnaires; assessment centre (performance report)
♦ Selection techniques:
   — interviews: one to one; panel; group; presentations; paper submissions
   — tests: ability; attainment; aptitude; intelligence; personality; psychological; psychometric; advantages/disadvantages of selection tests
♦ Selection interviews: purpose, obtain and assess candidate information
♦ Advantages and disadvantages of interview: probing; two-way information giving session; two-way 'best fit' judgement
♦ The nature of an interview: planned; directed; and controlled conversation
♦ Interviewing arrangements: accommodation; interviewer(s) briefing; ethical considerations
♦ Preparation: person specification containing essential/desirable criteria
♦ Timing
♦ Planning: analysis of required competencies
♦ Preparation and structure of interview: job description; person specification containing essential/desirable criteria; terms and conditions of employment
♦ Interviewing approaches: reference to person specification; reference to assessment headings; structured situational-based interviews; structured behavioural (competency) based interviews; structured psychometric interviews
♦ 'Do's and Don'ts' of selection interviewing
♦ Legal implications of interviewing
♦ Decision making techniques: behavioural versus rational decision making processes; weightings; competency ratings, etc
♦ Evaluation: interview; interviewee

Higher National Unit specification: support notes (cont)

Unit title: Recruitment, Selection and Induction

Outcome 3:

♦ Nature and purpose of induction
♦ Benefits of a systematic induction: employee and organisation
♦ The induction process: stages involved
♦ Levels of induction: organisational; departmental
♦ Who should be involved in an induction?
♦ Documentation required for induction: induction pack, dangers of information overload
♦ Legislation: Health and Safety
♦ Induction checklist: what should it contain?
♦ Mentoring/buddy systems
♦ Follow up procedures: induction evaluation; training; probationary reviews; annual reviews; succession plans

Whilst this Unit has been produced for the HNC in Human Resource Management, it may be used in a variety of awards.

Guidance on the delivery of this Unit

This Unit may be delivered at the beginning of a course or later depending on the candidate's and centre's requirements. If candidates are conducting selection interviews as part of their assessment, it may be beneficial to have already completed the HN Unit entitled 'Interviewing' as this Unit provides the general skills for interviewing and the selection interview could be used as evidence for both Units.

Guidance on the assessment of this Unit

Outcomes 1 and 2 could be assessed by a holistic assessment; this could be a portfolio/report or preparing for and conducting a selection interview. Assessment for Outcome 3 could be carried through a set of questions requiring candidates to provide evidence through the creation of an induction pack for a new employee.

The opportunity for integrated assessment with the HN Unit entitled 'Interviewing' exists through preparing for and conducting a selection interview. The Knowledge/Skills and Evidence Requirements for one of the required interviews noted in Outcome 1 of HN Unit Interviewing could be met.

Research and preparation time should be allocated to allow candidates the opportunity to gather sufficient information and materials in order to complete the assignment. This needs to be built in to delivery time.

Online and Distance Learning

This Unit could be delivered by distance learning; however it would require planning by the centre to ensure the efficiency and authenticity of candidate evidence.

For open or flexible learning, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice, please refer to the SQA's website **www.sqa.org.uk**

Higher National Unit specification: support notes (cont)

Unit title: Recruitment, Selection and Induction

Opportunities for developing Core Skills

Candidates are able to develop Core Skills in this Unit at SCQF level 6 as noted below.

Communication: **Reading, Written and Oral**

Outcome 3 provides candidates the opportunity of researching a range of current information affecting the induction of new employees. This provides underpinning knowledge by reading complex information for the induction process. Oral communication is developed in all Outcomes through group discussions which will analyse and evaluate related information on the recruitment, selection and induction processes.

Information and Communication Technology (ICT)

IT skills can be developed through internet research on the historical and current issues and events related to recruitment, selection and induction. Outcome 3 develops the use of the professional presentation of an induction process.

Working with Others

The Core Skill Working with Others can be developed in this Unit by planning, organising and taking part in the recruitment process. Further, evaluation of approaches to own performance and others is an integral part of this Unit.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website **www.sqa.org.uk/assessmentarrangements**

History of changes to Unit

Version	Description of change	Date

General information for candidates

Unit title: Recruitment, Selection and Induction

This Unit is an introduction to the recruitment, selection and induction process. It will provide you with the knowledge and skills to enable you to effectively contribute to each stage of the process.

In Outcome 1 you will be introduced to a systematic approach to recruitment and the various steps that need to be followed. You will learn about job analysis techniques; draw up a job description and person specification; and identify different recruitment sources.

In Outcome 2 you will learn about the different stages of the selection process. You will learn about the various selection techniques; selection interview preparation; and the conduct of selection interviews.

In Outcome 3 you will learn about the induction process. Why induction is important to both the employee and the organisation; what the process involves; how to design an induction checklist and prepare an induction pack; and what follow up actions should be taken after initial induction.

On completion of the Unit you should be able to:

♦ Contribute to the recruitment process
♦ Contribute to the selection process
♦ Create an induction programme for a new employee