

DK5Y 04 Contribute to the Selection, Recruitment and Retention of staff to develop a quality service

Elements of competence

HSC444.1	Review the requirements for the safe selection and recruitment of workers, and their retention
HSC444.2	Actively engage in the safe selection and recruitment of workers
HSC444.3	Implement systems procedures and practice to support retention

About this Unit

This unit is for leaders and managers of care services. It is about ensuring the safe selection, recruitment, induction and retention of your workforce within care services provision.

Scope

The scope is here to give you guidance on possible areas to be covered in this unit. You need to provide evidence for the areas that are relevant to the care service that you lead and manage, and a sound rationale for not providing evidence for the remaining items

People include:

- Adults using care services, their families, carers, groups and communities
- Children and young people using care services, their parents/carers, families, carers, groups and communities

Preferred communication methods and language including: people's preferred spoken language, the use of signs; symbols; pictures; writing; objects of reference; communication passports; other non verbal forms of communication; human and technological aids to communication; pre-verbal utterances in infants and young children

Relevant others could include: other professionals who should contribute to the activity, people from within the provision who should contribute to the activity

Workers could include: those supporting people within the provision who are paid, unpaid, contractual or non-contractual

Your **knowledge and understanding** for this unit relates to: legal and organizational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the wellbeing of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts; and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer term future.

Values underpinning the whole of the unit

The values underpinning this unit have been derived from the key purpose statement, relevant service standards and codes of practice for health and social care in the four UK countries. To achieve this unit you must demonstrate that you have applied the principles required from the management of care services outlined in LMCB1

Evidence Requirements for the Unit

It is essential that you adhere to the Evidence Requirements for this Unit – please see details overleaf.

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SPECIFIC Evidence Requirements for this unit
Simulation:
<ul style="list-style-type: none"> • Simulation is NOT permitted for any part of this unit.
The following forms of evidence ARE mandatory:
<ul style="list-style-type: none"> • Direct Observation: Your assessor or an expert witness must observe you in real work activities which provide a significant amount of the performance criteria for most of the elements in this unit. For example how you prepared your advertisement, person specification and interview materials. Your assessor or another professional could observe you conducting interviews and comment on your practice. • Reflective Account/professional discussion: You should describe your actions in a particular situation and explain why you did things. For example, how you identified the skills, experience and qualifications you required for the vacant post, who you consulted and what legislation, policy and procedure informed your thinking. You could reflect on the process and identify areas for development/improvement for future recruitment/selection.
Competence of performance and knowledge could also be demonstrated using a variety of evidence from the following:
<ul style="list-style-type: none"> • Questioning/professional discussion: May be used to provide evidence of knowledge, legislation, policies and procedures which cannot be fully evidenced through direct observation or reflective accounts. In addition the assessor/expert witness may also ask questions to clarify aspects of your practice. • Expert Witness: A designated expert witness may provide direct observation of practice, questioning, professional discussion and feedback on reflective accounts. • Witness Testimony: Can be a confirmation or authentication of the activities described in your evidence which your assessor has not seen. This could be provided by a work colleague or individuals involved in the selection process. • Products: These can be any records that you would use within your normal role e.g. supervision notes, outline of training plans, organisational objectives, policies and procedures, records and reports; communication records, minutes of staff and other meetings, job descriptions, etc. You need not put confidential records in your portfolio, they can remain where they are normally stored and be checked by your assessor and internal verifier. If you do include them in your portfolio all names and identifying information must be removed to ensure confidentiality. These may also be assignments/projects: For example you may have already completed a Project or Assignment as part of a formal training input either within your organisation or as part of another qualification.
GENERAL GUIDANCE
<ul style="list-style-type: none"> • Prior to commencing this unit you should agree and complete an assessment plan with your assessor which details the assessment methods you will be using, and the tasks you will be undertaking to demonstrate your competence. • Evidence must be provided for ALL of the performance criteria ALL of the knowledge and the parts of the scope that are relevant to your job role. • The evidence must reflect the policies and procedures of your workplace and be linked to current legislation, values and the principles of best practice within the Care Sector. This will include the National Service Standards for your areas of work and the individuals you care for. • All evidence must relate to your own work practice.

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KNOWLEDGE SPECIFICATION FOR THIS UNIT

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this Unit.

When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

You need to provide evidence for ALL knowledge points listed below. There are a variety of ways this can be achieved so it is essential that you read the ‘knowledge evidence’ section of the Assessment Guidance.

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
Values	
1 Legal and organisational requirements on equality, diversity, discrimination, rights , confidentiality and sharing of information in relation to the safe selection and recruitment and the retention of workers	
2. Knowledge and practice that underpin the holistic person –centred approach which enable to lead and manage in ways that: <ul style="list-style-type: none"> • Place the people’s preferences at the centre of everything you do whilst considering their best interest • Ensure people have access to information about themselves in a format that they can understand • Provide opportunities for independent representation and advocacy • Use a person’s preferred communication methods and language • Provide active support for people • Recognise the uniqueness of people and their circumstances • Empower people to take responsibility(within any restrictions upon them) and communicate their decisions about their own lives, as far as they are able 	
3. How to critically evaluate and take informed action against discrimination in the context of the selection, recruitment and retention of workers	
4. How to support people, workers and relevant others to recognise and take informed action against discrimination within your provision	
Legislation and policy	
5. Regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees to: <ul style="list-style-type: none"> • Your provision • Your own roles, responsibilities and accountability • The roles, responsibilities and accountability of others in relation to the safe selection and recruitment and the retention of workers 	
6. Current local, UK legislation, standards, guidance and organizational requirements for the leadership and management of your provision including: <ul style="list-style-type: none"> • Safe selection and recruitment • Retention of workers 	

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<ul style="list-style-type: none"> • Entitlement to work in the UK • The need to achieve positive outcomes for people • The need to safeguard and protect people from all forms of danger, harm and abuse • Employment practice for the provision and service • Your provisions governance arrangements • Data protection, recording and reporting • Making and dealing with comments and complaints to improve services • Whistle blowing • Partnership and other types of working • Promoting your provision's services and facilities 	
<p>7. Organisational requirements for recording and reporting on the selection, recruitment and retention of workers including:</p> <ul style="list-style-type: none"> • How reports and records should be accessed, manually and through Information and Communication Technologies (ICT) • How to ensure that records and reports do not contribute to labelling and stigmatisation • The security requirements for different records and reports • The requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales • Types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people • The importance of identifying whether the source is based on evidence, fact or knowledge-based opinion • How and when to use evidence, fact and knowledge-based opinion to support professional judgement in records and reports 	
<p>8. How to implement, evaluate and influence the future development of management policies, systems, processes and procedures for the selection, recruitment and the retention of workers within your provision</p>	
<p>9. How to monitor compliance with equal opportunities, race relations and disability legislation in relation to the selection recruitment and the retention of workers</p>	
<p>10 legal and regulatory requirements to comply with criminal records systems and workforce registration requirements</p>	
<p>11 Key government initiatives about:</p> <ul style="list-style-type: none"> (a) the recruitment and retention of social care staff (b) the training and education of social care staff (c) the regulation of the workforce 	
Leadership and management Theory and practice	
<p>12 The impact that the local economy, the employment market, housing and environmental factors have on the recruitment and retention of staff.</p>	
<p>13 The impact that the image of social care has on recruitment and retention, and how to represent social care as a positive career choice.</p>	
<p>14 The impact that the organisation's culture, and staff morale has on workforce retention and turn over rates.</p>	
<p>15 Approaches to managing resistance to change and development.</p>	

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16	The impact of stress and conflict on organisational performance, recruitment and retention.	
17	How psychological, socio economic, cultural and environmental factors of those within the provision impact on selection, recruitment and retention of workers	
18	performance management and quality requirements, procedures, criteria methods and indicators relevant to the selection recruitment and retention of workers.	
19	Different types of change and their implications for the selection, recruitment and retention of workers	
20	How to plan and manage resources in relation to selection, recruitment and retention of workers and the implication for: <ul style="list-style-type: none"> • The delivery of services • The achievement of targets • The achievement of positive outcomes 	
21	Methods of managing and developing selection, recruitment and retention practice in care services, about: <ul style="list-style-type: none"> • How you consult with people, workers and relevant others • How you promote the participation and involvement of people • How you support, supervise and develop workers • The impact of organizational behaviour on the provision • Group and individual processes • How power relationships can be use and abused 	
22	How and where technology should be used for selecting, recruiting and retaining workers within your provision	
23	How to critically evaluate and implement best practice using up-to-date knowledge of: <ul style="list-style-type: none"> • Literature related to leadership and management when selecting, recruiting and retaining workers • Leadership and management methods, principles and approaches relevant to the selection, recruitment and retention of staff in care services • Government reports, inquiries and research relevant to the selection, recruitment and retention of workers • Evidence and knowledge-based theories and models of good practice in selecting, recruiting and retaining workers • Lessons learned for leadership an management of care services from successful interventions and serious failure of service and practice about the selection, recruitment and retention of workers • The experience of people within your provision relating to the selection, recruitment and retention of workers 	
24	The importance of effective recruitment and retention policies For the maintenance and development of the service, and the continuity of care for people	
25	Theories methods and approaches for: <ul style="list-style-type: none"> • Safe recruitment and selection • Retention • Involving people, workers and relevant others in selection, 	

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recruitment and retention <ul style="list-style-type: none">• Monitoring turnover and retention	
26 Workforce planning, underpinned by an understanding of: <ul style="list-style-type: none">• Setting and meeting training targets• Induction and continuous professional development• Regulation, inspection, service and requirements for provision	

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HSC444.1 Review the requirements for the safe selection and recruitment of workers, and their retention

Performance criteria		DO	RA	EW	Q	P	WT
1	you follow guidance, regulation, workforce and organisational requirements for the safe selection and recruitment and the retention of workers .						
2	You analyse, evaluate and identify: <ul style="list-style-type: none"> • Present and future organizational requirements for the recruitment of workers • The present and changing needs of people within the provision • The skills, competence, experience and knowledge of existing workers and any skills gaps • The type of candidate needed in terms of their skills, competence, experience and knowledge 						
3	You review worker's skills, experience, knowledge and qualifications to ensure that they match the provisions need						
4	You ensure, when recruiting workers that you take account of: <ul style="list-style-type: none"> • The provision's purpose, size of its workforce, working patterns, required targets and outcomes • Your staff development plan • The need to achieve positive outcomes for people, safeguard them from harm and abuse and promote their health and well being • The need to meet regulatory requirements in relation to the number of suitable qualified and experienced workers 						
5	the need to assess the impact of temporary workers on the continuity of care.						

HSC444.2 Actively engage in the safe selection and recruitment of workers

Performance criteria You need to show that,		DO	RA	EW	Q	P	WT
1	you develop a specification that outlines the requirements for the job						
2	you ensure that the information on vacancies is fair, clear and accurate						
3	you assess information about candidates against specified, fair and equitable selection criteria						
4	You involve the appropriately trained individuals in the selection process						
5	You offer candidates appropriate information at each stage of the selection process.						

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Performance criteria You need to show that,	DO	RA	EW	Q	P	WT
	6 before confirming the appointment, you ensure that rigorous and thorough selection procedures have been completed including: <ul style="list-style-type: none"> • checking criminal records, relevant registers and indexes • checking that the individual is legally entitled to work in the UK • assessing whether potential workers are capable of carrying out the duties and responsibilities of the job for which they have been selected • checking that the individual can meet the relevant registration requirements • seeking and acquiring reliable references 					
7 you provide clear and accurate information about selection decisions to relevant individuals and organizations, including registration bodies.						

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HSC444.2 Actively engage in the safe selection and recruitment of workers and their retention

Performance criteria		DO	RA	EW	Q	P	WT
8	you keep accurate records and reports of the selection process						
9	you monitor and review selection processes in relation to: <ul style="list-style-type: none"> • recent appointments • retention of workers • achievement of positive outcomes for people 						

HSC444.3 Implement systems, procedures and practice to support retention

Performance criteria You need to show that,		DO	RA	EW	Q	P	WT
1	you ensure workers who are recruited: <ul style="list-style-type: none"> • are provided with a written job description and person specification that outline their role, responsibilities and accountabilities • are given information and understand their role, responsibilities and accountability; relevant legislation; regulation, inspection and organizational requirements and any systems, procedures and practices they must follow in their work • receive regular supervision • have a personal development plan and a record of training • have their performance formally reviewed annually • complete relevant induction in the context of legal, regulatory, inspection and organizational requirements. 						
2	you ensure that all permanent appointments are subject to the satisfactory completion of a period of probation						
3	you ensure that workers have the opportunity to meet regularly to discuss practice and management issues						
4	you maintain accurate and up-to –date records about workers’ recruitment, retention and disciplinary issues in accordance with legal, regulatory and organizational requirements						
5	you discuss with workers who are leaving their reasons for going.						

DO = Direct Observation
EW = Expert Witness

RA = Reflective Account
P = Product (Work)

Q = Questions
WT = Witness Testimony

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HSC444.3 Implement systems, procedures and practice to support retention (cont)

Performance criteria		DO	RA	EW	Q	P	WT
6	You analyse, evaluate, record and report on exit interviews, turnover and the effectiveness of staff-retention policies and practice for your provision						

DO = Direct Observation

RA = Reflective Account

Q =

Questions

EW = Expert Witness

P = Product (Work)

WT = Witness Testimony

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To be completed by the Candidate

I SUBMIT THIS AS A COMPLETE UNIT

Candidate's name:

Candidate's signature:

Date:

To be completed by the Assessor

It is a shared responsibility of both the candidate and assessor to claim evidence, however, it is the responsibility of the assessor to ensure the accuracy/validity of each evidence claim and make the final decision.

I CERTIFY THAT SUFFICIENT EVIDENCE HAS BEEN PRODUCED TO MEET ALL THE ELEMENTS, PCS AND KNOWLEDGE OF THIS UNIT.

Assessor's name:

Assessor's signature:

Date:

Assessor/Internal Verifier Feedback

To be completed by the Internal Verifier if applicable

This section only needs to be completed if the Unit is sampled by the Internal Verifier

Internal Verifier's name:

Internal Verifier's signature:

Date: