Overview

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

This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for recruiting and selecting people for their organisation or their particular area of responsibility.

This standard links closely to *CFAM&LDA1 Plan the workforce* and *CFAM&LDA2 Induct individuals into their roles*.

Performance criteria

You must be able to:

P1 Engage appropriate people within your organisation and other key stakeholders in recruiting and selecting people.

P2 Ensure you comply with your organisation's recruitment and selection policies and procedures.

P3 Seek and make use of specialist resources, where required.

P4 Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of people or their knowledge, skills and competence.

P5 Identify and evaluate the options for addressing any identified shortfalls and decide on the best options to follow.

P6 Ensure the availability of up-to-date job descriptions and person specifications where there is a need to recruit.

P7 Establish the 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.

P8 Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants.

P9 Draw up fair, clear and appropriate criteria for assessing and selecting applicants, taking into account their knowledge, skills and competence and their potential to work effectively with colleagues.

P10 Ensure the recruitment and selection process is carried out fairly, consistently and effectively.

P11 Keep applicants fully informed about the progress of their applications, in line with organisational policy.

P12 Offer positions to applicants who best meet the selection criteria.

P13 Provide clear, accurate and constructive feedback to unsuccessful applicants, in line with organisational policy.

P14 Evaluate whether the recruitment and selection process has been successful and identify any areas for improvements.

P15 Seek to provide work opportunities that challenge individuals to make effective use of their knowledge, skills and competences and develop their potential.

P16 Review individuals' performance and development systematically and provide feedback designed to improve their performance.

P17 Recognise individuals' performance and recognise their achievements in line with your organisation's policy.

P18 Help individuals appreciate the opportunities for career and professional development within the organisation and to take advantage of them.

P19 Provide opportunities for individuals to discuss issues about their work or development with you.

P20 Identify when individuals are dissatisfied with their work or development and seek with them solutions that meet both the individual's and organisation's needs.

P21 Recognise when individuals' values, motivations and aspirations are incompatible with your organisation's vision, objectives and values and seek alternative solutions with the individuals concerned.

P22 Discuss their reasons with individuals planning to leave your organisation and seek to resolve any issues or misunderstandings.

Knowledge and understanding

General knowledge and understanding

You need to know and understand:

K1 How to engage employees and other stakeholders in recruitment, selection and retention activities.

K2 How to review the workload in your area in order to identify shortfalls in the number of colleagues and the pool of knowledge, skills and competence.

K3 How to identify actual skills and avoid stereotyping with regard to skills levels and work ethics.

K4 Different options for addressing identified shortfalls and their associated advantages and disadvantages.

K5 What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them.

K6 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.

K7 Different recruitment and selection methods and their associated advantages and disadvantages.

K8 Why it is important to give fair, clear and accurate information on vacancies to potential applicants.

K9 How cultural differences in language, body language, tone of voice and dress can differ from expectations.

K10 How to measure applicants' competence and capability and assess whether they meet the stated requirements of the vacancy.

K11 How to take account of equality, diversity and inclusion issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues.

K12 The importance of keeping applicants informed about progress and how to do so.

K13 The importance of providing clear, accurate and constructive feedback to unsuccessful applicants and how to do so.

K14 How to review the effectiveness of recruitment and selection in your area.

K15 Active listening and questioning techniques.

K16 The importance of recognising individual performance and how to do so.

K17 The importance of providing opportunities for individuals to discuss issues with you.

K18 Alternative solutions that may be deployed when individuals' values, motivations and aspirations are incompatible with their work or your organisation's vision, objectives and values.

K19 The importance of understanding the reasons why individuals are leaving an organisation.

Industry/sector specific knowledge and understanding

You need to know and understand:

K20 Recruitment and selection issues and specific initiatives and arrangements within the industry/sector.

K21 Working culture and practices of the industry/sector.

Context specific knowledge and understanding

You need to know and understand:

K22 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.

K23 Work requirements in your area.

K24 Agreed operational plans and changes in your area.

K25 The staff turnover rate in your area.

K26 Job descriptions and person specifications for confirmed vacancies.

K27 Local employment market conditions.

K28 Your organisation's structure, values and culture.

K29 Employment policies and practices within your organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.

K30 Specialist resources available to support recruitment, selection and retention, and how to make use of them.

Behaviours

1 Seize opportunities presented by the diversity of people

2 Identify people's information needs

3 Present information clearly, concisely, accurately and in ways that promote understanding

4 Keep people informed of plans and developments in a timely way

5 Give feedback to others to help them maintain and improve their performance

6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes

7 Act within the limits of your authority

8 Show integrity, fairness and consistency in decision-making

9 Protect the confidentiality and security of information

10 Check the accuracy and validity of information

11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

When performing to this standard, you are likely to demonstrate the following skills:

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

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Recruit, select and retain people

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Suite	Management & Leadership; Marketing (2013); Animal Technology; Cultural and Heritage Venue Management;
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