



Unit DR7K 04 (514)

Recruit, Select and Keep Colleagues

Unit Summary

This Unit is about recruiting and selecting people to undertake identified activities or work related roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding and who are likely to perform effectively are appointed. As recruitment and selection can be expensive and time consuming activities, the Unit also involves taking action to understand why colleagues are leaving and taking action to retain colleagues. Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself. For the purposes of this Unit, 'colleagues' means those people for whom you have line management responsibility.

In order to achieve this Unit you must demonstrate that you meet all the requirements of the Units. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor. Please note that **simulation** is **not** allowed for this Unit, ie all your evidence must relate to real work activities.

Achievement of this Unit will provide you with opportunities to develop the following SQA Core Skills:

Communication Intermediate 2

- ◆ Read, understand and evaluate written communication.
- ◆ Produce well-structured written communication.

Working With Others Intermediate 2

- ◆ Work with others in a group to analyse, plan and complete an activity.

Problem Solving Intermediate 2

- ◆ Analyse a situation or issue.
- ◆ Plan, organise and complete a task.
- ◆ Review and evaluate a problem solving activity.

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I have completed the requirements of this Unit.

Candidate name: _____ **Date:** _____

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

IV signature: _____ **Date:** _____

Assessment centre: _____

You must be able to

- 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 retaining 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 the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements.

Behaviours

This means you:

- ◆ recognise the opportunities presented by the diversity of people
- ◆ work to turn unexpected events into opportunities rather than threats
- ◆ try out new ways of working
- ◆ identify people's information needs
- ◆ seek to understand people's needs and motivations
- ◆ comply with, and ensure others comply with, relevant legal requirements, industry regulations, company policies and professional codes
- ◆ take and implement difficult and/or unpopular decisions, if necessary
- ◆ act within the limits of your authority
- ◆ show integrity, fairness and consistency in decision making

Evidence of Outcomes

The following are **possible examples** of evidence:

Data on staff turnover, records of exit interviews and strategies for retaining staff:

- ◆ spreadsheets and other records of staff turnover you have compiled and analyses to identify patterns and trends
- ◆ notes or records of formal staff exit interviews and informal feedback from staff leaving the organisation, and summaries or analyses of the information collected
- ◆ reports, proposals, action plans and other records of strategies you have developed for reducing staff turnover

Reviews of the workforce in your area of responsibility that you have organised or prepared:

- ◆ analyses of business and/or operational plans to identify likely future employment requirements (numbers of people, skill levels, employment patterns, etc)
- ◆ reviews of current workforce profile (numbers, skill levels, age, etc) to identify any potential shortfalls in requirements
- ◆ notes, e-mails, memos or other records of discussions with colleagues to identify possible solutions to current or potential workforce requirements
- ◆ reports or proposals you have prepared for addressing current or potential workforce requirements (recruitment, transfer or promotion, training, redundancy, early retirement, etc)
- ◆ personal statement (reflection on your role in developing strategies to address current or potential workforce requirements)

Records of your role in the recruitment and selection of new staff:

- ◆ notes of discussions about, and copies of, job descriptions and person specifications you have developed
- ◆ notes, e-mails, memos or other records of discussions about the recruitment and selection process for new staff and your proposals for selection criteria
- ◆ notes of interviews or records of other selection process you have engaged in
- ◆ reports, e-mails, memos or other records of your evaluation of the recruitment and selection process
- ◆ personal statement (reflection on your role in recruiting and selecting new staff)

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Candidate name:		Assessor initials/date
No	Activity	
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

You need to know and understand		Evidence
Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.		
General knowledge and understanding		
K1	Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively.	
K2	The types of reasons colleagues might give for leaving.	
K3	How to measure staff turnover.	
K4	The causes and effects of high and low staff turnover.	
K5	Measures which can be undertaken to address staff turnover problems.	
K6	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.	
K7	Different options for addressing identified shortfalls and their associated advantages and disadvantages.	
K8	What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them.	
K9	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.	
K10	Different recruitment and selection methods and their associated advantages and disadvantages.	
K11	Why it is important to give fair, clear and accurate information on vacancies to potential applicants.	
K12	How to judge whether applicants meet the stated requirements of the vacancy.	
K13	Sources of specialist expertise in relation to recruitment, selection and retention.	
K14	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.	
K15	How to review the effectiveness of recruitment and selection in your area.	
Knowledge and understanding in the context of your business		
K16	Current people resources available to your area, knowledge, understanding and experience of colleagues.	
K17	Work requirements in your area.	
K18	Agreed operational plans and changes in your area.	
K19	The staff turnover rate in your area.	
K20	Job descriptions and the person specifications for confirmed vacancies.	
K21	Local employment market conditions.	
K22	The company's structure, values and culture.	
K23	Employment policies and practices within the business — including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.	
K24	Sources of specialist expertise in relation to recruitment, selection and retention used by your business.	

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You need to know and understand (cont)		
Industry or sector specific knowledge and understanding		
K25	Turnover rates within similar businesses in the sector.	
K26	Recruitment, selection and retention issues and specific initiatives and arrangements within the sector.	
K27	Working culture and practices of the sector.	

Notes/Comments

Assessor signature: _____ **Date:** _____