

Introduction

Summary

This unit is mainly about recruiting and selecting people to undertake identified activities or work-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 keep 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.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit D3.

The unit is divided into two parts.

The first part (page 2) describes what you have to do and how you should behave.

The second part (pages 3-4) describes the knowledge and understanding you must have.

Target Group

The unit is recommended people working in management or development at middle manager level.

The National Standard

Outcomes

You must:

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 improvements.

Behaviours

You must show you are consistently:

1. Recognising the opportunities presented by the diversity of people.
2. Working to turn unexpected events into opportunities rather than threats.
3. Trying out new ways of working.
4. Identifying people's information needs.
5. Seeking to understand people's needs and motivations.
6. Complying with, and ensuring others comply with, legal requirements, industry regulations, organisational policies and professional codes.
7. Taking and implementing difficult and/or unpopular decisions, if necessary.
8. Acting within the limits of your authority.
9. Showing integrity, fairness and consistency in decision making.

What you must know and understand

To be competent in this unit, you must know and understand the following

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.

Sport and Recreation Specific Knowledge and Understanding

- K16 Turnover rates within similar organisation in the industry/sector.
- K17 Recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector.
- K18 Working culture and practices of the industry/sector.

A319 Recruit, select and keep colleagues

Knowledge and Understanding Relevant to Your Organisation

- K19 Current people resources available to your area, including skills, knowledge, understanding and experience of colleagues.
- K20 Work requirements in your area.
- K21 Agreed operational plans and changes in your area.
- K22 The staff turnover rate in your area.
- K23 Job descriptions and person specifications for confirmed vacancies.
- K24 Local employment market conditions.
- K25 The organisation's structure, values and culture.
- K26 Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
- K27 Sources of specialist expertise in relation to recruitment, selection and retention used by your organisation.