

ASTD3

Recruit, select and keep colleagues



Overview

Managers have responsibility for making sure that the most suitable people are employed (directly or indirectly) by the organisation. Recruitment and selection are important aspects of this, but it is also important that the organisation keeps the people it needs. 'Colleagues' covers all types of staff, whether they are full time or part time, paid or voluntary.

The process of recruiting and selecting covers people coming into a department or team as well as the people who are entering the organisation itself. Managers do not have to be responsible for recruitment into the organisation to undertake this unit.

Who is it for?

This unit is for you if you:-

1. are a middle manager or senior manager

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Performance criteria

You must be able to:

- P1 explore alternative ways of filling vacant posts.
- P2 identify the work roles for which you definitely need new recruits.
- P3 specify the skills, knowledge and understanding, experience and other attributes essential for the identified work roles and what is desirable but not essential.
- P4 ensure that information on the work roles is clearly communicated to potential applicants and in line with the organisation's recruitment and selection procedures.
- P5 judge applicants against the skills, knowledge and understanding, experience and other attributes specified for the work roles.
- P6 ensure that recruitment, selection and retention activities are operated fairly.
- P7 recruit and select people to achieve the organisation's aims, as outlined in job specifications.
- P8 operate processes for recruiting, selecting and keeping people to encourage the development of a diverse workforce.
- P9 identify other ways of filling positions in the future
- P10 suggest changes to reward packages and conditions of employment where these are not competitive enough to recruit and keep suitable people.
- P11 offer development opportunities that encourage colleagues to improve their career prospects.
- P12 encourage colleagues to express themselves and fulfil their potential in the organisation.
- P13 give colleagues the opportunity to transfer from other parts of the organisation where appropriate.

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. principles of effective communication and how and when to apply them
2. legislation and requirements relating to employment, workers' welfare and rights, health and safety
3. how to take account of diversity issues when recruiting and selecting people and keeping colleagues
4. how and when to use different selection processes, including cvs, interviews, and assessment centres
5. how to undertake succession planning
6. the types of development opportunity that can be used to help people fulfil their potential

Industry/sector specific knowledge and understanding

You need to know and understand:

7. types of employment agreement typically used within the industry/sector
8. patterns for employing, recruiting and keeping people
9. skills shortages and gaps in the workforce
10. training and development issues, and specific initiatives and arrangements that apply within the industry/sector
11. working culture and practices of the industry/sector

Context specific knowledge and understanding

You need to know and understand:

12. employment agreements made with colleagues working for the organisation
13. factors affecting the organisation's strategy for recruiting and keeping people
14. local employment market conditions
15. recruitment and selection procedures used in the organisation
16. the organisation's structure, values and culture
17. requirements of work roles
18. the organisation's policies on health and safety, diversity, equal opportunities, and flexible working arrangements
19. the organisation's policies and processes for staff development
20. skills, knowledge, understanding and experience of colleagues

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Additional Information

Behaviours

1. You recognise the opportunities presented by the diversity of people.
2. You work to turn unexpected events into opportunities rather than threats.
3. You try out new ways of working.
4. You seek to understand people's needs and motivations.
5. You balance collective interests with the interests of your own area of work.
6. You take and implement difficult and/or unpopular decisions, if necessary.
7. You encourage and support others to make the best use of their abilities.
8. You act within the limits of your authority.

Skills

Listed below are the main generic 'skills' which need to be applied in recruiting, selecting and keeping colleagues. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- 1 Managing conflict
- 2 Interviewing
- 3 Motivating
- 4 Negotiating
- 5 Planning
- 6 Team building
- 7 Communicating
- 8 Valuing and supporting others
- 9 Decision making

Links to other NOS

How does it relate to other units?

This unit is closely linked to unit:
D4. Plan the workforce in the overall suite of National Occupational Standards for management and leadership.

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Suite Local Land Charges and Property Information 2009

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