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## Overview

This standard is about planning and implementing recruitment such that the organisation can identify and attract people with the capability to create competitive advantage and meet the requirements of the organisational strategy. It includes developing short and long-term recruitment plans, conducting talent identification exercises and implementing selection and induction processes. It is for HR professionals who are involved in planning and developing recruitment.

## Performance criteria

### Plan recruitment

*You must be able to:*

- P1 Determine the numbers and kinds of resources required to deliver the organisational strategy and operating plan
- P2 Assess current and future resource levels across the organisation and determine strengths, gaps and needs
- P3 Develop short-term and long-term recruitment plans

### Implement recruitment solutions

*You must be able to:*

- P4 Conduct talent identification exercises, taking account of information from other organisational processes
- P5 Make sure that succession plan information is used when filling key positions
- P6 Identify sources of required talent and recruitment channels and develop relationships with them, as appropriate
- P7 Undertake fair, valid and robust selection processes
- P8 Make sure that all internal and external interviewers and assessors are fully trained and competent
- P9 Deliver induction and transition management programmes, working with and supporting managers as appropriate
- P10 Coach and train managers in the organisation's induction approach
- P11 Make suggestions for continuous improvement of the organisation's recruitment processes

## Knowledge and understanding

*You need to know and understand:*

### Plan recruitment

- K1 The organisation's strategy, performance goals and drivers
- K2 The sector in which the organisation operates and the market factors that impact on its performance
- K3 How human resource levers drive organisational performance
- K4 Sources of technical expertise and how to access them
- K5 How to determine the numbers and kinds of resources required to deliver the organisational strategy and operating plan
- K6 How to assess current recruitment levels
- K7 How to develop recruitment plans
- K8 How to develop appropriate measures against which recruitment activities can be evaluated

*You need to know and understand:*

### Implement recruitment solutions

- K9 How to conduct talent identification exercises, and other organisational processes that should be taken into account
- K10 The organisation's succession planning process and how to access relevant information when filling key positions
- K11 Potential sources of required talent
- K12 Potential recruitment channels
- K13 Techniques of assessment and interviewing
- K14 How to use induction and transition management tools
- K15 Techniques of coaching and training

## CFAHR7

### Plan and deliver recruitment

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