
Overview

This standard is about recruiting and selecting the people you need to carry out your work activities. It applies to both external and internal recruitment of people for permanent work, temporary work or project work. It applies equally to paid or voluntary work, whether full-time or part-time.

This standard is for you if you are a manager with responsibility for

1. allocating work to others
2. achieving specific results by using resources effectively within a defined area of authority, and
3. contributing to, or controlling, substantial operational programmes and budgets.

In order to identify personnel requirements you need to consult with colleagues and specialists to determine how many and what sort of people are needed to carry out the work. You need to draw up specifications of the work to be carried out and the skills, knowledge and experience which suitable candidates would need.

In order to select required personnel you need to gather information about candidates using a variety of techniques and assess this information in an objective way against the specifications. You need to select the best candidate(s) and make the appointment(s), completing all documentation in line with organisational and legal requirements. You need to communicate effectively with the candidates and with colleagues throughout the process. You also need to recommend improvements to the selection process.

**Performance
criteria**

You must be able to:

Identify personnel requirements

- P1 Clearly and accurately identify the organisational objectives and constraints affecting personnel requirements
- P2 Consult with relevant people on personnel requirements in a timely and confidential manner
- P3 Ensure that your estimates of personnel requirements are based on an accurate analysis of sufficient, up-to-date and reliable information
- P4 Ensure that the specifications you develop are clear, accurate and comply with organisational and legal requirements
- P5 Ensure that the specifications you develop identify fair and objective criteria for selection
- P6 Ensure that the specifications you develop are agreed with relevant people prior to recruitment action

Select required personnel

- P7 Use appropriately skilled and experienced people to assess and select personnel
- P8 Ensure that the information you obtain about each candidate is relevant to and sufficient for the selection process
- P9 Assess the information objectively against specified selection criteria
- P10 Ensure that your selection decisions are justifiable from the evidence gained and comply with organisational and legal requirements
- P11 Ensure that you only inform authorised people about selection decisions and the identified development needs of successful candidates
- P12 Ensure that the information you provide to authorised people is clear and accurate
- P13 Ensure that all candidates receive feedback and information appropriate to their needs at each stage of the selection process
- P14 Ensure that your records of the selection process are complete, accurate, clear and comply with organisational and legal requirements
- P15 Pass on your recommendations for improvements to the selection

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process to the appropriate people in your organisation

Knowledge and understanding

You need to know and understand:

- K1 How to make a case for additional personnel requirements in a way which is likely to influence decision-makers positively
- K2 How to collect and validate the information needed to specify personnel requirements
- K3 How to identify personnel needs for your team and specify job roles, competences and attributes required to meet these needs
- K4 How to identify fair and objective criteria for the selection of staff
- K5 The issues for which consultation with relevant people may be necessary and how to do so
- K6 The importance of agreeing personnel requirements in advance with relevant people

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- K7 The legal requirements for the specification of personnel requirements including equalities legislation
- K8 The work objectives and constraints which have a bearing on identifying personnel requirements
- K9 The methods of specifying personnel requirements and their relative advantages and disadvantages to your work
- K10 The types of information necessary to specify personnel requirements
- K11 How to present and justify selection decisions
- K12 How and when to communicate selection decisions
- K13 How to make a case for change in selection processes
- K14 How to make fair and objective assessments
- K15 How to identify the additional development needs of those you select and what to do with this information
- K16 The importance of continually reviewing your selection processes and how to do so
- K17 The importance of confidentiality during the selection process
- K18 The importance of accurate record keeping during the selection process
- K19 The legal requirements for the selection of personnel
- K20 The organisational requirements for the selection of personnel
- K21 The relative advantages and disadvantages of the range of methods which may be used for the assessment and selection of staff to your work
- K22 The skills and experience staff need to take part in selection processes
- K23 The information you need to select personnel
- K24 Why all candidates should receive feedback at appropriate points during the selection process

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