
Overview

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

In order to establish personnel requirements the worker will need to consult with colleagues and specialists to determine how many and what sort of people are needed to carry out the work. They will 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 the worker will need to gather information about candidates using a variety of techniques and assess this information in an objective way against the specifications. They will need to select the best candidate(s) and make the appointment(s), completing all documentation in line with organisational and legal requirements. The worker will need to communicate effectively with the candidates and with colleagues throughout the process. They also need to recommend improvements to the selection process.

There are two elements

- 1 Identify personnel requirements
- 2 Select required personnel

Target Group

This unit is for those with responsibility for selecting personnel activities.

SFJCJHD13

Select personnel for activities

Performance criteria

Identify personnel requirements

You must be able to:

- 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 base estimates of **personnel** requirements on an accurate analysis of sufficient, up-to-date and reliable information
- P4 develop **specifications** which are clear, accurate and comply with organisational and legal requirements
- P5 develop **specifications** which identify fair and objective criteria for selection
- P6 agree the **specifications** which they develop with authorised people prior to recruitment action

Select required personnel

You must be able to:

- P7 use appropriately skilled and experienced people to assess and select **personnel**
- P8 ensure that the **information** obtained about each candidate is relevant to and sufficient for the selection process
- P9 assess the **information** objectively against specified selection criteria
- P10 ensure the selection decisions are justifiable from the evidence gained
- P11 inform only authorised people about selection decisions and the identified development needs of successful candidates
- P12 ensure that **information** provided 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 records of the selection process are complete, accurate, clear and comply with organisational and legal requirements
- P15 pass on their recommendations for improvements to the selection process to the appropriate people in the organisation

SFJCJHD13

Select personnel for activities

Knowledge and understanding

You need to know and understand:

Communication

- K1 how to make a case for additional personnel requirements in a way which is likely to influence decision-makers positively
- K2 how to present and justify selection decisions
- K3 how to communicate selection decisions

Continuous improvement

You need to know and understand:

- K4 the importance of continually reviewing your selection processes and how to do so
- K5 how to make a case for change in selection processes

Information handling

You need to know and understand:

- K6 how to collect and validate the information needed to specify personnel requirements
- K7 the importance of confidentiality during the selection process
- K8 the importance of accurate record-keeping during the selection process

Involvement and motivation

You need to know and understand:

- K9 the issues for which consultation with relevant people may be necessary and how to do so
- K10 the importance of agreeing personnel requirements in advance with relevant people

Legal requirements

You need to know and understand:

- K11 the legal requirements for the specification of personnel requirements
- K12 the legal requirements for the selection of personnel

Organisational context

You need to know and understand:

- K13 the work objectives and constraints which have a bearing on identifying personnel requirements
- K14 the organisational requirements for the selection of personnel

Recruitment and selection

You need to know and understand:

- K15 the methods of specifying personnel requirements and their relative advantages and disadvantages to the workers work
- K16 how to identify personnel needs for the team and specify job roles,

SFJCJHD13

Select personnel for activities

- competences and attributes required to meet these needs
- K17 how to identify fair and objective criteria for the selection of staff
- K18 the relative advantages and disadvantages of the range of methods which may be used for the assessment and selection of staff to the workers work
- K19 the skills and experience staff need to take part in selection processes
- K20 the information the worker needs to select personnel
- K21 how to make fair and objective assessments
- K22 how to identify the additional development needs of those selected and what to do with this information
- K23 why all candidates should receive feedback at appropriate points during the selection process

Additional Information

Scope/range related to performance criteria

1. **Personnel**
 - 1.1. internal
 - 1.2. external
 - 1.3. permanent
 - 1.4. temporary
 - 1.5. full-time
 - 1.6. part-time
 - 1.7. paid
 - 1.8. voluntary
2. **Specifications**
 - 2.1. key purpose of the posts
 - 2.2. individual and team roles and responsibilities
 - 2.3. required individual and team competencies
 - 2.4. other details specific to the organisation
3. **Authorised people**
 - 3.1. team members
 - 3.2. colleagues working at the same level as the worker
 - 3.3. higher-level managers or sponsors
 - 3.4. **personnel** specialists
 - 3.5. members of the selection team
4. **Information**
 - 4.1. biographical data
 - 4.2. letters
 - 4.3. references
 - 4.4. interview responses
 - 4.5. presentations
 - 4.6. results of work skill tests
 - 4.7. results of knowledge tests

SFJCJHD13

Select personnel for activities

Links to other NOS

A201 Develop, implement and evaluate strategies and policies for recruiting and managing volunteers

A202 Contribute to the development, implementation and evaluation of strategies and policies for recruiting and managing volunteers

A203 Contribute to the selection of personnel for activities (MCI C7)

F404 Support the induction and transfer of staff on secondment

SFJCJHD13

Select personnel for activities

Developed by	Skills for Justice
---------------------	--------------------

Version number	2
-----------------------	---

Date approved	May 2010
----------------------	----------

Indicative review date	May 2012
-------------------------------	----------

Validity	Current
-----------------	---------

Status	Original
---------------	----------

Originating organisation	Skills for Justice
---------------------------------	--------------------

Original URN	SfJ HD13
---------------------	----------

Relevant occupations	Public Services; Public Service and Other Associate Professionals
-----------------------------	---

Suite	Community Justice
--------------	-------------------

Key words	personnel, activities
------------------	-----------------------