
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.

There are two elements

1 Identify personnel requirements

This includes consulting with your colleagues and specialists to determine how many and what sort of people are needed to carry out the work. It involves you drawing up specifications of the work to be carried out and the skills, knowledge and experience which suitable candidates would need.

2 Select required personnel

This involves gathering information about candidates using a variety of techniques and assessing this information in an objective way against the specifications. It includes you selecting the best candidates and making the appointments, completing all documentation in line with organisational and legal requirements.

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Performance criteria

Identify personnel requirements

You must be able to:

- P1 identify the organisational objectives and constraints affecting personnel requirements
- P2 consult with relevant people on personnel requirements in accordance with organisational procedures
- P3 estimate personnel requirements based on an accurate analysis of sufficient, up-to-date and reliable information
- P4 develop specifications which are accurate and comply with organisational and legal requirements
- P5 develop specifications which identify fair and objective criteria for selection
- P6 agree specifications with authorised people prior to recruitment action

Select required personnel

You must be able to:

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

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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 present and justify selection decisions
- K3 how to communicate selection decisions
- 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
- 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
- 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
- K11 the legal considerations for the specification of personnel requirements
- K12 the work objectives and constraints which have a bearing on identifying personnel requirements
- K13 the organisational requirements for the selection of personnel
- K14 the methods of specifying personnel requirements and their relative advantages and disadvantages to your work
- K15 how to identify personnel needs for your team and specify job roles, competencies and attributes required to meet these needs
- K16 the types of information necessary to specify personnel requirements
- 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 your work
- K19 the skills and experience staff need to take part in selection processes
- K20 the information you need to select personnel
- K21 how to make fair and objective assessments
- K22 how to identify the additional development needs of those you select and what to do with this information
- K23 why all candidates should receive feedback at appropriate points during the selection process

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