

Unit AJ5 Select personnel for activities

Elements

AJ5.1 Identify personnel requirements

AJ5.2 Select required personnel

Unit Commentary

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

- allocating work to others
- achieving specific results by using resources effectively within a defined area of authority, *and*
- 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.

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AJ5.1 Identify personnel requirements

Performance Required

This will involve:

- a) clearly and accurately identifying the organisational objectives and constraints affecting **personnel** requirements
- b) consulting with **relevant people** on **personnel** requirements in a timely and confidential manner
- c) ensuring that your estimates of **personnel** requirements are based on an accurate analysis of sufficient, up-to-date and reliable information
- d) ensuring that the **specifications** you develop are clear, accurate and comply with organisational and legal requirements
- e) ensuring that the **specifications** you develop identify fair and objective criteria for selection
- f) ensuring that the **specifications** you develop are agreed with **relevant people** prior to recruitment action.

Occupational Context

1 Personnel

- internal
- external
- permanent
- temporary
- full-time
- part-time
- paid
- voluntary.

2 Relevant people

- team members
- colleagues working at the same level as yourself
- senior managers
- personnel specialists
- members of the selection team.

3 Specifications

- key purpose of the posts
- individual and team roles and responsibilities
- required individual and team competencies
- other details specific to the organisation.

Knowledge Requirements

You need to know and understand how to:

- How to make a case for additional personnel requirements in a way which is likely to influence decision-makers positively.
- How to collect and validate the information needed to specify personnel requirements.
- How to identify personnel needs for your team and specify job roles, competences and attributes required to meet these needs
- How to identify fair and objective criteria for the selection of staff.

You need to know about:

Involvement and motivation

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

Legal requirements

- The legal requirements for the specification of personnel requirements including the disability discrimination act and equal opportunities legislation

Organisational context

- The work objectives and constraints which have a bearing on identifying personnel requirements

Recruitment and selection

- The methods of specifying personnel requirements and their relative advantages and disadvantages to your work
- The types of information necessary to specify personnel requirements

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AJ5.1 Identify personnel requirements

Required Skills

N/A

Evidence Required

You should provide evidence that you can identify personnel requirements

The candidate should be questioned, based upon the documentation provided, to explore how they:

- identify personnel requirements

Evidence Rules

The candidate should have been involved in selecting personnel for a diverse range of activities

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AJ5.2 Select required personnel

Performance Required

This will involve:

- a) using appropriately skilled and experienced people to assess and select **personnel**
- b) ensuring that the **information** you obtain about each candidate is relevant to and sufficient for the selection process
- c) assessing the information objectively against specified selection criteria
- d) ensuring that your selection decisions are justifiable from the evidence gained
- e) ensuring that you only inform authorised people about selection decisions and the identified development needs of successful candidates
- f) ensuring that the information you provide to authorised people is clear and accurate
- g) ensuring that all candidates receive feedback and information appropriate to their needs at each stage of the selection process
- h) ensuring that your records of the selection process are complete, accurate, clear and comply with organisational and legal requirements
- i) passing on your recommendations for improvements to the selection process to the appropriate people in your organisation.

Occupational Context

1 Types of personnel

- internal
- external
- permanent
- temporary
- full-time
- part-time
- paid
- voluntary.

2 Types of information

- biographical data
- letters
- references
- interview responses
- presentations
- results of work skill tests
- results of knowledge tests.

Knowledge Requirements

You need to know and understand how to:

- Present and justify selection decisions
- Communicate selection decisions.
- Make a case for change in selection processes.
- Make fair and objective assessments
- Identify the additional development needs of those you select and what to do with this information

You need to know about:

Continuous improvement

- The importance of continually reviewing your selection processes and how to do so

Information handling

- The importance of confidentiality during the selection process
- The importance of accurate record keeping during the selection process.

Legal requirements

- The legal requirements for the selection of personnel.

Organisational context

- The organisational requirements for the selection of personnel.

Recruitment and selection

- The relative advantages and disadvantages of the range of methods which may be used for the assessment and selection of staff to your work
- The skills and experience staff need to take part in selection processes
- The information you need to select personnel
- Why all candidates should receive feedback at appropriate points during the selection process

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AJ5.2 Select required personnel

Required Skills

N/A

Evidence Required

You should provide evidence that you can select required personnel

The candidate should be questioned, based upon the documentation provided, to explore how they:

- select required personnel.

Observation of the candidate or witness testimony will be essential as evidence of performance

Evidence Rules

The candidate should have been involved in selecting personnel for a diverse range of activities