

# Unit 8: Recruitment and Selection Process

Level: **3**

Unit type: **Internal**

Guided learning hours: **60**

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## Unit in brief

Learners explore how the recruitment process is carried out in a business. The unit gives learners the opportunity to participate in selection interviews and review their performance.

## Unit introduction

Recruiting the right people is essential to the success of a business. It is important that the processes and procedures involved in recruitment and selection meet the needs of the business and comply with current regulations. You will learn that successful recruitment is key to maintaining the success of a business, as people are often considered to be the most valued resource. You will explore the various selection tools and the enhanced use of technology in this area. Businesses with an effective recruitment process in place are more likely to make successful appointments. In a competitive labour market this is a major advantage and will support business success.

This unit gives you the opportunity, through role play, to take part in selection interviews. They will need to be organised and prepared so that they demonstrate your communication skills in this work-related competence.

This unit will give you a foundation for progression to employment, for example in a human resources role, or to higher education. Through undertaking recruitment activities the unit will help you to develop the skills needed in an interview situation. You will have an opportunity to review your individual performance and analyse your skills for development.

## Learning aims

In this unit you will:

- A** Examine how effective recruitment and selection contribute to business success
- B** Undertake a recruitment activity to demonstrate the processes leading to a successful job offer
- C** Reflect on the recruitment and selection process and your individual performance.

## Summary of unit

Learning aim	Key content areas	Recommended assessment approach
<b>A</b> Examine how effective recruitment and selection contribute to business success	<b>A1</b> Recruitment of staff <b>A2</b> Recruitment and selection process <b>A3</b> Ethical and legal considerations in the recruitment process	<p>A report that examines the recruitment process in a large business.</p>
<b>B</b> Undertake a recruitment activity to demonstrate the processes leading to a successful job offer	<b>B1</b> Job applications <b>B2</b> Interviews and skills	<p>Learners must participate in a recruitment and selection activity. They will need to interview and be interviewed, and complete the appropriate documentation.</p>
<b>C</b> Reflect on the recruitment and selection process and your individual performance	<b>C1</b> Review and evaluation <b>C2</b> SWOT analysis and action plan	<p>Learners will need to evidence all the documents created.</p> <p>Ability to self-critique performance, including what could have gone better and what skills need to be developed, so that learners can enhance their employability.</p> <p>SWOT analysis on performance in their interviewing activity linked to their personal future.</p>

## Content

### Learning aim A: Examine how effective recruitment and selection contribute to business success

#### A1 Recruitment of staff

- Workforce planning: in a large 250+ staff business, e.g. retail, a production company or financial business, look at the reasons for recruiting new staff, such as:
  - growth of the business: locally, nationally, globally
  - changing job roles
  - systems change
  - filling new vacancies created by more space or product development
  - vacancies caused by leavers/turnover of staff
  - internal promotions
  - new office or branch and need for additional staff
  - seasonal fluctuations leading to the requirement for temporary staff.
- Use of jobcentres and agencies, internal advertisements versus external advertisements, online recruitment and traditional methods.
- How the recruitment process links to business success.
- How a professional recruitment process leads to efficient staff integration.

#### A2 Recruitment and selection process

- Recruitment process – the purpose of the documents for internal and external recruitment:
  - job advertisement – placing of the advertisement, internal/external, journal/website
  - job analysis
  - job description – the content of the tasks and responsibilities of the job
  - person specification and skills the position requires – are they essential or desirable?
  - CV versus application forms
  - letter of application
  - online recruitment and how the application process can be more cost-effective when using technology.
- Selection, including assessment centres and psychometric testing, group/team activity interviews (by telephone, face-to-face, group and panel), presentations in interviews, short tests at interviews:
  - interview protocol, type of selection and how it contributes to the process – advantages and disadvantages
  - initial selection processes with telephone screening interviews or short, online tests, appreciation that different processes are appropriate for different roles in a business
  - use of technology in the process, online applications, uploaded CVs or use of post
  - communication with prospective employees: are the channels easy to access, can the process be monitored?
  - quality of the process and the documents
  - linking the process to efficiency and business success.

#### A3 Ethical and legal considerations in the recruitment process

- Why recruitment processes have to be ethical and adhere to equal opportunities legislation; what the ethical responsibilities and the current legislation relating to equal opportunities are.
- Ethical considerations, including:
  - being honest in an advertisement
  - the maintenance of confidentiality
  - ensuring the same questions are asked to all candidates interviewed
  - same criteria used for all applicants
  - disclosure if family or friends work for the same business.

- Current equal opportunities legislation with regard to gender, age, race, disability, minimum wage all impact on the recruitment process; issues can arise if all current law is not adhered to in this area.
- Current right-to-work legislation, document check.

### **Learning aim B: Undertake a recruitment activity to demonstrate the processes leading to a successful job offer**

#### **B1 Job applications**

Selection of a job role for the business as above and then preparation of all the relevant documents:

- a job advertisement giving suitable examples of where it could be placed
- job analysis
- job description
- person specification
- application form
- personal CV
- letter of application.

#### **B2 Interviews and skills**

- Communication skills required for interview situations: body language and listening skills, professional approaches, formal language, skills and attitudes of both interviewer and interviewee, role play, body language, dress, interview questions.
- Designing interview questions.
- Interview feedback form.
- Observation form.
- Reviewing applications from peer group.
- Submitting applications to peer group.
- Demonstration of a work-related competence (interviewing and being interviewed), analysis of how the activity worked, if the correct questions were asked to achieve the desired outcome, if the advertisement, job description and person specification led to the application form and covering letter being completed with the right level of information; adherence to equal opportunities legislation.
- Evaluation of documentation produced for the process: was it prepared to select the right candidate? Did the interview process forms/questions ensure the candidates demonstrated their skills effectively? Could it have been improved?

### **Learning aim C: Reflect on the recruitment and selection process and your individual performance**

#### **C1 Review and evaluation**

- Role-play activity.
- Individual appraisal of own roles in being interviewed, interviewing and observing.
- Review of communication skills.
- Review of organisational ability.
- Assessment of how the skills acquired support the development of employability skills.

#### **C2 SWOT analysis and action plan**

- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis on individual performance in the role-play activities.
- Self-critique of the events and documentation prepared, and how it supported the activity.
- Review if the process was effective and how a learner feels they may need to develop skills further to be able to conduct and participate in interviews more effectively.
- Action plan to highlight how to address any weaknesses in skill set.

## Assessment criteria

Pass	Merit	Distinction
<b>Learning aim A: Examine how effective recruitment and selection contribute to business success</b>		<b>A.D1</b> Evaluate the recruitment processes used and how they contribute to the success of the selected business.
<b>A.P1</b> Explain how a large business recruits and selects giving reasons for their processes. <b>A.P2</b> Explain how and why a business adheres to recruitment processes which are ethical and comply with current employment law.	<b>A.M1</b> Analyse the different recruitment methods used in a selected business.	
<b>Learning aim B: Undertake a recruitment activity to demonstrate the processes leading to a successful job offer</b>		<b>B.D2</b> Evaluate how well the documents prepared and participation in the interview activities supported the process for a job offer. <b>C.D3</b> Evaluate how well the recruitment and selection process complied with best practice, drawing reasoned conclusions as to how it will support your future career.
<b>B.P3</b> Prepare appropriate documentation for use in selection and recruitment activities. <b>B.P4</b> Participate in the selection interviews, as an interviewer and interviewee.	<b>B.M2</b> In recruitment interviews, demonstrate analytical responses and questioning to allow assessment of skills and knowledge.	
<b>Learning aim C: Reflect on the recruitment and selection process and your individual performance</b>		
<b>C.P5</b> Complete a SWOT analysis on your performance in the interviewing activities. <b>C.P6</b> Prepare a personal skills development plan for future interview situations.	<b>C.M3</b> Analyse the results of the process and how your skills development will contribute to your future success.	

## Essential information for assignments

The recommended structure of assessment is shown in the unit summary along with suitable forms of evidence. *Section 6* gives information on setting assignments and there is further information on our website.

There is a maximum number of two summative assignments for this unit. The relationship of the learning aims and criteria is:

Learning aim: A (A.P1, A.P2, A.M1, A.D1)

Learning aims: B and C (B.P3, B.P4, C.P5, C.P6, B.M2, C.M3, B.D2, C.D3)

## Further information for teachers and assessors

### Resource requirements

For this unit, learners will need access to a range of current business information from websites and printed resources.

### Essential information for assessment decisions

#### Learning aim A

Learners will write a report that includes information about how a business recruits employees. A large business of 250+ employees will be used as not all small businesses have a transparent easily accessible recruitment system. To ensure the material they require is available, learners could research a few businesses before they select one for study.

Recent and relevant ethical and legal considerations must be stated in the report. The individual report must be written in appropriate business language.

**For distinction standard**, learners will evaluate the recruitment processes, reach a reasoned conclusion and make insightful reference to how it is linked to the success of a selected business. The report will consider the problems that can impact on a business if there are staff shortages or if unsuitable employees are selected because of ineffective recruitment systems.

**For merit standard**, learners will analyse the different recruitment methods, looking at the strengths and weaknesses of the systems in place.

**For pass standard**, learners will examine the factors for workforce planning and the reasons for businesses having to recruit additional employees. The report must demonstrate an understanding of the recruitment methods and why the different processes are used. Learners will indicate whether external bodies and/or agencies contribute to the process of assessment or interviewing, highlighting their specific contribution to the practice. The report will show a clear understanding of the importance of sequencing in the recruitment process and the use of technology/new technologies in this field.

#### Learning aims B and C

Learners will form part of an interview panel and be interviewed to enable skills to be developed for both roles. Witness statements will need to be completed by the teacher, recording participation and including feedback that the learner can use to help develop their SWOT analysis.

Learners will demonstrate effective communication skills. They will design interview questions that clearly relate to the job role and which allow skills and competencies to be assessed. Learners will develop a fair system for monitoring answers in the interviews, selecting the most appropriate candidate. Documents should be included in their learner portfolios.

**For distinction standard**, learners will make an individual detailed evaluation of the documents used. The report will reach a reasoned conclusion on whether or not the interview documents were effective and if they fully supported the interview activity. It will also include a balanced evaluation, highlighting how well the processes were related to professional best practice. Learners will offer a detailed conclusion as to how this will support career progression.

**For merit standard**, learners will offer an individual analysis of the effectiveness of the interview questions in assessing skills and knowledge. A report will include clear analysis of the interview activity. Learners will show clear links between skills development and enhancement of their career prospects.

**For pass standard**, learners will use the business studied in learning aim A to create the relevant recruitment selection documents for a specific job role. In order to contribute to the development of employability skills, the role selected will be realistic to the learner's current skills. These documents could be shared among learners so that they can then apply for a position created by someone else, and then be interviewed for the role. Documents will be fit for purpose, professional and written in appropriate business language. Job application forms must be completed in full. Evidence will include a detailed SWOT analysis of the individual performance in the interview task that then leads to a development plan showing how a learner plans to enhance weaknesses and build confidence in the interview process. Details of any other personal experiences of employment interviews may be referred to here and used to support the development plan.

### Links to other units

This unit links to:

- Unit 1: Exploring Business
- Unit 6: Principles of Management
- Unit 9: Team Building in Business
- Unit 21: Training and Development.

### Employer involvement

This unit would benefit from employer involvement in the form of:

- guest speakers
- participation in audience assessment of presentations
- design/ideas to contribute to unit assignment/case study/project materials
- work experience
- business materials as exemplars
- support from local business staff as mentors.