

Unit 17: Recruitment and selection

(LEVEL 3)

Learning outcomes

By completing this unit candidates will develop knowledge, understanding and skills of the recruitment procedures and practical recruitment and selection activities carried out by businesses.

Candidates will produce evidence to meet the unit assessment objectives in order to show that they understand:

- the main features of the recruitment process
- the impact of legal and ethical constraints on the recruitment process
- the construction and use of recruitment materials
- how to evaluate the recruitment methods used by businesses.

Candidates will also demonstrate and review their own performance in the recruitment and selection process.

Assessment objectives	Knowledge, understanding and skills
1 Describe the main features of the recruitment process	<p>Defining the position:</p> <ul style="list-style-type: none"> • job analysis • job description • person specification <p>Attracting applicants:</p> <ul style="list-style-type: none"> • job advertisement • recruitment agency <p>Application methods:</p> <ul style="list-style-type: none"> • letter • application form • curriculum vitae <p>Selection methods:</p> <ul style="list-style-type: none"> • short listing • means of assessing shortlisted applicants (eg interview, tasks, role play) • recording applicant performance • agreeing on final selection <p>Offer of employment and feedback:</p> <ul style="list-style-type: none"> • format of employment offer and contract • means of applicant acceptance • feedback to unsuccessful candidates
2 Explain using examples the impact of legal and ethical constraints on the design and operation of a recruitment process	<p>Legal constraints:</p> <ul style="list-style-type: none"> • Data Protection Act • Equal Opportunities Legislation eg Disability Discrimination Act, Rehabilitation of Offenders Act, Sex Discrimination Act, Race Relations Act, Equal Pay Acts <p style="text-align: right;">(continued overleaf)</p>

Assessment objectives	Knowledge, understanding and skills
2 Cont. Explain using examples the impact of legal and ethical constraints on the design and operation of a recruitment process	Ethical constraints: <ul style="list-style-type: none"> • unbiased interview questions • fairness to all candidates eg asking common questions to all interviewees • feedback to unsuccessful candidates
3 Evaluate the recruitment methods used by a selected business organisation	Need to consider: <ul style="list-style-type: none"> • fitness for purpose • cost to the organisation • impact on the applicants • compliance with legal and ethical constraints • any recommended changes to procedures
4 Produce a complete recruitment pack for a selected job vacancy in a real business organisation	Elements of recruitment pack: <ul style="list-style-type: none"> • materials for the applicant • materials for recruiter to receive applications and shortlist • standard letters (eg rejection, call for interview) • selection day exercise (eg test, in-tray exercise) • interview materials (eg interview record sheet, common questions) • offer letter and typical contract terms
5 Use the recruitment pack to conduct a selection exercise and interview for a single applicant, and evaluate its suitability	Selection exercise: <ul style="list-style-type: none"> • suitability for the role • level of difficulty • access (equal opportunity for applicants) Interview: <ul style="list-style-type: none"> • conduct • environment • suitability of questions Evaluation of suitability of recruitment pack

Assessment

This unit is centre-assessed and externally moderated.

In order to achieve this unit candidates must produce a portfolio of evidence showing that they have met all of the assessment objectives.

Candidates should be encouraged to present their work in formats that would be acceptable in business.

Portfolios of work must be produced independently. They will need to be made available, together with witness statements and any other supporting documentation, to the OCR Visiting Moderator when required.

Centres must confirm to OCR that the evidence produced by candidates is authentic. An OCR Centre Authentication Form is provided in the Centre Handbook and includes a declaration for assessors to sign. It is a requirement of the QCA Common Criteria for all Qualifications that proof of authentication is received.

Guidance on assessment and evidence requirements

Assessment Objectives 1 and 2 are theoretical, Assessment Objective 3 must be related to a selected business and Assessment objectives 4 and 5 are practical.

For Assessment Objective 1 candidates must describe in detail all of the bullet points outlined in the knowledge, understanding and skills section. This assessment objective sets the scene for the remainder of the unit. The greater the understanding candidates have of these theoretical aspects, the easier it will be for them to complete Assessment Objectives 3, 4 and 5.

For Assessment Objective 2 candidates must explain the impact of legal and ethical constraints, making reference to the most up to date versions of the legislation outlined in the knowledge, understanding and skills. They must also make linkages to how these legal and ethical constraints affect the design and operation of a recruitment process.

For Assessment Objective 3 candidates must introduce the selected business. The candidates must identify the recruitment methods used by the selected business, as outlined in the knowledge, understanding and skills in Assessment Objective 1. They must then evaluate the recruitment methods using the considerations outlined in the knowledge, understanding and skills.

For Assessment Objective 4 candidates must start by identifying a job vacancy for a specific business. They must then produce a recruitment pack that they will use in Assessment Objective 5. The pack should include all elements as outlined in the knowledge, understanding and skills. Materials for the applicant should include an advertisement, a job description and a person specification. Materials for the recruiter to receive from applicants could include an application form, a CV or a letter of application. The shortlist will be a document the employer would use to score the applicants' skills prior to interview.

For Assessment Objective 5 Tutors should note that candidates are now using the pack they created in Assessment Objective 4. In order to achieve this assessment objective they must have organised a selection day exercise as this forms part of the evaluation for this assessment objective. Candidates use the pack which contains the selection day exercise and enables them to conduct an interview. The pack must then be evaluated in terms of its suitability for purpose.

This is of course an area where confidentiality is important. It is therefore highly unlikely that candidates will have access to completed recruitment documents or be able to witness real recruitment activities. However, it is likely that many candidates will have applied, or are applying for part-time jobs. These experiences could be drawn upon by candidates. Some commercial organisations produce video training packs to assist in the development of recruitment skills. Centres may wish to investigate the possibility of using these and other similar resources.

Candidates should take part in a real or simulated recruitment activity. The context for this activity should be determined by the tutor in consultation with the candidate. Candidates could use the business organisation chosen for the report to be the context for the recruitment activity.

Signposting to Key Skills

- ✓ The unit contains opportunities for developing the Key Skill, and possibly for generating portfolio evidence, if teaching and learning is focused on that aim.

Key Skill reference		Key Skill reference		Key Skill reference	
C3.1a		ICT3.1	✓	N3.1	✓
C3.1b		ICT3.2	✓	N3.3	✓
C3.2		ICT3.3	✓	N3.3	✓
C3.3					

Mapping to National Occupational Standards

Occupational Standards	Unit number	Title
SFEDI – Business Development Standards Level 3	10	Get the right staff for your business
SFEDI – Business Development Standards Level 4	J1	Review your staffing
	J4	Recruit staff
CfA - Level 3 and 4 Administration	318	Design and produce documents
	416	Recruit, select and keep colleagues (MSC)
MCI Management Standards Level 3 and 4	C7	Contribute to the selection of personnel for activities (Level 3)
	C8	Select personnel for activities

Resources

This section provides suggestions of suitable resources. The list is neither prescriptive or exhaustive, and candidates should be encouraged to gather information from a variety of sources. Some suggested resources are intended for Tutor use. The resources in this section were current at the time of production.

Books

Appleby, R (1994)	<i>Modern Business Administration 6th edition</i> Prentice Hall
Dransfield, R & Needham, D (2000)	<i>AVCE Business</i> Heinemann
Fardon M et al (2000)	<i>Advanced Business</i> Osborne Books
Hough, Karen et al (2006)	<i>OCR National Level 3 Business</i> Heinemann
Johnstone, J (1999)	<i>Passing that Interview</i> How to Books
Shapiro, M (1993)	<i>Successful Interviewing in a Week</i> Hodder & Stoughton
Straw, A & Shapiro, M (2002)	<i>Succeeding at Interviews in a Week</i> Hodder & Stoughton

Websites

Bized – <http://www.bized.ac.uk/>

Service for students and educators on business and economics related subjects.

Chartered Institute of Personnel and Development – <http://www.cipd.co.uk/default.cipd>

Economist – <http://www.economist.co.uk/encyclopedia/>

Includes a dictionary of business terms, abbreviations and acronyms and business profiles.

Grading

Assessment Objective	Pass	Merit	Distinction
Assessment Objectives 1 and 2 are theoretical, Assessment Objective 3 must be related to a selected business and Assessment Objectives 4 and 5 are practical.			
AO1 Describe the main features of the recruitment process	Candidates will describe in basic terms the main features of the recruitment process	Candidates will clearly describe the main features of the recruitment process	Candidates will describe in detail the main features of the recruitment process. Explanations of the features will use examples to illustrate and support
AO2 Explain using examples the impact of legal and ethical constraints on the design and operation of a recruitment process	Candidates will explain all of the legal and ethical constraints. However, their linkage to how these affect the design and operation of a recruitment process will be weak	Candidates will explain in detail all of the legal and ethical constraints. They will have made the linkage to how these affect the design and operation of a recruitment process	Candidates will explain in detail the impact of legal and ethical constraints at each stage of the process. They will have made clear linkage to how these affect the design and operation of a recruitment process using suitable examples
AO3 Evaluate the recruitment methods used by a selected business organisation	Candidates will produce a basic evaluation of the recruitment methods used by a selected business organisation. Recommendations are likely to have limited justifications	The evaluation of the recruitment methods used by a selected business organisation will show a link between the methods used and the effectiveness of these methods on recruitment. They will use examples to justify and support their recommendations	Candidates will produce a comprehensive evaluation of the recruitment methods used by a selected business organisation. This will include judgements about the effectiveness of the methods used. Recommendations for improvements will be fully justified with a range of supporting examples
AO4 Produce a complete recruitment pack for a selected job vacancy in a real business organisation	Candidates will produce a recruitment pack that is functional but limited in terms of its suitability to the specific job vacancy. The materials used may lack practicability	Candidates will produce a recruitment pack that is functional, suitable and practical for use with the specified job vacancy in a real organisation	Candidates will produce a comprehensive recruitment pack that is informative, suitable and practical for use with specified job vacancy in the selected organisation

Assessment Objective	Pass	Merit	Distinction
<p>A05 Use the recruitment pack to conduct a selection exercise and interview for a single applicant, and evaluate its suitability</p>	<p>The candidate who has produced the recruitment pack will be the interviewer. The interviewer's performance will lack preparation and continuity. The selection day exercise will have limited linkage to the skills required in the job description. The evaluation of the suitability of the recruitment pack will lack depth and will contain limited linkage to the interview processes and performance of the interviewee. There will be few recommendations for improvement</p>	<p>The candidate who has produced the recruitment pack will be the interviewer. The interviewer's performance will be fluid due to prior preparation. The selection day exercise will be linked to the skills required in the job description. The evaluation of the suitability of the recruitment pack will be detailed with clear linkage to the interview processes and performance of the interviewee. Recommendations with improvements will include some examples to support their evaluation</p>	<p>The candidate who has produced the recruitment pack will be the interviewer. The interviewer's performance will be professional making effective use of the recruitment pack. The selection day exercise will be clearly linked to the skills required in the job description. The evaluation of the suitability of the recruitment pack will be comprehensive with clear and relevant linkage to the interview processes and performance of the interviewee. Recommendations will be justified through the use of appropriate supporting examples</p>