PSPHR612A Manage recruitment

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers development and management of strategies and processes for recruitment, selection, induction and career management to meet organisational needs. It includes developing strategies and processes, managing and monitoring of recruitment and selection processes, managing induction, and developing career management strategies.
In practice, managing recruitment overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, managing resources, managing human resource development.
No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency.	Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

1. Develop recruitment and selection strategies and processes

1) 1.1 Current and future staffing needs of the organisation are identified.

2) 1.2 Consultation is undertaken with business units and other key *stakeholders* in developing recruitment strategies and associated *processes*.

3) 1.3 Strategies are developed and aligned with the organisation's strategic goals and integrated with *other key human resource strategies.*

4) 1.4 Processes are developed in line with organisational *policy and legislation* and take account of external trends and influences, good practice models of recruitment and selection, and reliability and validity issues.

5) 1.5 Processes are developed based on the principles of natural justice, equity and fairness, and allow for the principles of reasonable adjustment.

6) 1.6 Processes are developed to support and encourage applicants from diverse backgrounds to make application and checks are made to ensure that this occurs.

2. Manage recruitment and selection

7) 2.1 *Specialist advice* is obtained where necessary to facilitate implementation of recruitment and selection processes.

8) 2.2 *Decisions on implementation of recruitment and selection* processes are made based on available expertise, government/organisational policy and value for money.

9) 2.3 Recruitment and selection are *managed* in accordance with recruitment strategies and organisational requirements.

10) 2.4 Information and advice are provided to facilitate effective implementation, monitoring and reporting of processes.

3. Monitor recruitment and selection processes

11) 3.1 Systems are managed to monitor the effectiveness of recruitment and selection processes in accordance with contractual obligations, legislation, organisational policy and needs, and in consultation with managers.

12) 3.2 *Recruitment information* is monitored and feedback from users, managers and external recruitment providers is used to guide improvements.

13) 3.3 Recruitment and selection processes are monitored to gauge their effectiveness in meeting organisational needs.

14) 3.4 External and/or internal trends or events which have an effect on the organisation's recruitment and selection processes are monitored and responses are formulated.

15) 3.5 Adjustments to recruitment and selection processes are implemented as a result of monitoring and/or changed

internal/external factors.

4. Manage induction	16) 4.1 Objectives, ***content and methodology*** for induction processes are agreed and documented in accordance with organisational policy and procedures.
	17) 4.2 Induction processes, procedures and forms are trialled and measured against objectives.
	18) 4.3 Line managers are advised of their responsibilities in inducting new recruits into the workplace.
	19) 4.4 Feedback is obtained from participants and managers on the extent to which the induction process is meeting its objectives.
	20) 4.5 Improvements are introduced to the induction process in accordance with feedback received and organisational policies.
5. Develop strategies for career management	21) 5.1 A pool of managerial talent is identified and skills are identified and recorded to provide qualified candidates to apply for positions as required in accordance with organisational policy and procedures.
	22) 5.2 Criteria for progression/promotion are established or reviewed at professional, technical and managerial levels and linked to career paths in the organisation.
	23) 5.3 Future career needs are anticipated through analysis of future directions, and strategies are developed to enable career planning for staff to address those needs.
	24) 5.4 Corporate career management strategies are integrated with strategic plans in the areas of workforce planning, recruitment, organisational development and human resource development.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- undertaking effective consultation and negotiation with stakeholders
- managing contractors
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice requiring reasoning and precision of expression
- undertaking discussion involving exchanges of complex oral information
- responding to diversity, including gender and disability

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- changing economic, social, demographic and labour market conditions and educational trends impacting on recruitment/selection
- concept of outsourcing related to recruitment, selection processes and induction
- employee contracts
- equal employment opportunity, equity and diversity principles related to recruitment, selection and induction
- human resource policies and practices, strategy and planning related to recruitment, selection and induction
- jurisdictional legislation applying to human resources including occupational health and safety and environment
- national and/or international models of good practice in recruitment and selection
- psychometric and skills testing
- recruitment, selection and induction methods including Internet-based recruitment
- reliability and validity as applied to recruitment and selection methods
- terms and conditions of employment
- career management strategies
- the organisation's strategic goals and their implications for future human resource requirements
- organisational goals, policies and procedures

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together	• *Pre-requisite* units that must be achieved prior to this unit:*Nil*
	• *Co-requisite* units that must be assessed with this unit:*Nil*
	• *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
	• PSPETHC601B Maintain and enhance confidence in public service
	• PSPGOV601B Apply government systems
	• PSPGOV602B Establish and maintain strategic networks
	• PSPGOV605A Persuade and influence opinion
	• PSPHR603B Provide advisory and mediation services
	• PSPHR615A Manage human resource development strategies
	• PSPHR619A Manage remuneration strategies and plans
	• PSPLEGN601B Manage compliance with legislation in the public sector
	• PSPMNGT602B Manage resources
	• PSPMNGT605B Manage diversity
	• PSPMNGT611A Manage evaluations
	• PSPPOL603A Manage policy implementation
Overview of evidence requirements	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:
	• the knowledge requirements of this unit
	• the skill requirements of this unit
	• application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
	• management of recruitment, selection and induction, and career management strategies in a range of (3 or more) contexts (or occasions, over time)
Resources required to carry out assessment	These resources include:
	• legislation, policies and procedures relating to recruitment, selection and induction
	• workplace scenarios and case studies to capture the range of

situations likely to be encountered when managing recruitment

- environmental factors and relevant workplace materials that might influence recruitment strategy and associated processes

| **Where and how to assess evidence** | Valid assessment of this unit requires: |

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing recruitment, including coping with difficulties, irregularities and breakdowns in routine
- management of recruitment, selection and induction, and career management strategies in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

| **For consistency of assessment** | Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments |

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in **_bold italics_** in the Performance Criteria is explained here.

Stakeholders may include:	• all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services including: • users of the human resource service • employees at all levels of the organisation • other public sector organisations • inter-agency forums • union and association representatives • boards of management • government • Ministers
Recruitment and selection **_processes_** may include:	• job analysis • job design • job evaluation/job classification • competency profiling • benchmarking • diversity targeting • job description • streamlining processes • use of external agencies • recruitment advertising • application processing • short-listing • selection panel training • selection panel formation • merit selection • interviews • assessment centres • psychometric assessment • advising success and unsuccessful applicants • selection process reports • appeals

- grievance/complaints procedures
- advertising selection outcomes

Other key human resource strategies may include:	• equity and diversity • workforce planning • succession planning • organisational development • probation • career management • organisational design • redeployment
Legislation and policy may include:	• Commonwealth and State/Territory legislation including equal employment opportunity, privacy, anti-corruption and anti-discrimination law • national and international codes of practice and standards • the organisation's policies and practices • government policy • codes of conduct • codes of ethics • public sector standards • security policies and procedures
Specialist advice may relate to recruitment of:	• people with disabilities • people from culturally and linguistically diverse backgrounds • indigenous Australians • hard-to-recruit positions • technically specialised staff • staff whose remuneration requirements may be higher than usual
Decisions on implementation of recruitment and selection may include:	• in-house delivery • outsourcing of all/parts of recruitment and selection
Management of recruitment and selection may include:	• in-house processes • services provided by external recruitment providers • contractual arrangements
Recruitment information may include:	• organisation profile • business unit profile • organisational/business unit structure • job description • competency profile • description of the recruitment process • application guidelines

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	• selection criteria
	• interview/panel makeup and process
	• interview questions
	• case studies/workplace scenarios
	• skills tests
Internal and external factors may include:	• changed financial or political circumstances
	• downsizing or organisation restructuring
	• retention of high performing employees
	• opportunities for outsourcing changes in legislation or core business activities
	• changes in activities or aspirations of customers
	• organisational changes
	• labour market
	• skills shortages
	• salary limitations
	• demographic changes
Induction *content* may include:	• public sector values
	• public sector ethics
	• code/s of conduct
	• organisational policies and procedures
	• public sector legislative requirements
	• the organisation's enabling legislation
	• organisational environment, culture, structure and protocols
	• occupational health and safety related to working in the public sector, and particular to the organisation
	• environmental issues/requirements
	• standard operating procedures
	• equity and diversity
	• probationary period
	• career management/progression
	• performance management system
	• learning and development
	• delegations
	• security requirements
	• grievance procedures
Induction *methodology* may include:	• face-to-face information sessions
	• formal training
	• brochures/handouts
	• organisational manuals

- intranet
- organisational tour
- shadowing
- mentoring
- supervision
- assessment
- probation

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management