444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

Unit overview

Elements of competence

444a   Identify requirements for staff selection
444b   Contribute to the recruitment of staff in accordance with legal, regulatory and service guidance
444c   Ensure recruitment of suitable staff to meet the needs of the service
444d   Contribute to staff retention policies and practice

About this unit

For this unit you need to be aware of, and can work with human resource planning strategies in the recruitment, selection and retention of staff.

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

444a Identify requirements for staff selection

Performance criteria

You need to show that:

1 You identify organisational objectives and needs for recruiting and retaining staff

2 You review and follow guidance, regulation requirements and organisational policy for staff recruitment, requirements and numbers

3 You analyse the requirements of the organisation, the needs of those within the service and the composition of the existing team

4 You analyse the type of candidate needed in terms of their skills, competence, experience and knowledge

5 You develop a specification which complies with the service's competences frameworks, regulatory and legal requirements, including fair criteria for selection

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

444b Contribute to the recruitment of staff in accordance with legal, regulatory and service guidance

Performance criteria

You need to show that:

1   You assess information about candidates against specified selection criteria

2   You involve those who use the services and existing staff appropriately in the selection process

3   You ensure people with expertise of human resources and the particular area of practice are involved in the selection process

4   You provide clear and accurate information about selection decisions which is congruent with the specified selection criteria

5   You offer candidates appropriate information at each stage of the selection process, and feedback about outcomes

6   You keep accurate records and reports of the selection process which comply with legal, regulatory and service requirements

7   You ensure selection process complies with criminal record checking systems, and registration requirements

8   You ensure that any agency staff comply with legal, regulatory and service requirements

9   You share outcomes with relevant people and organisations, including registration bodies

10   You monitor and review the selection process

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

444c Ensure recruitment of suitable staff to meet the needs of the service

Performance criteria

You need to show that:

1   You ensure that all permanent appointments are subject to the satisfactory completion of a period of probation

2   You provide all employees with a specific written job description and person specification that outlines their responsibilities

3   You operate a disciplinary procedure which complies with organisational and regulatory requirements

4   You ensure that in recruiting staff due regard has been taken in respect of:
   - the service's purpose, size, working pattern and the needs of the those who use the service
   - the need to safeguard and promote the health and well being of those who use the service
   - the need to have sufficient numbers of suitably qualified and experienced workers in line with regulatory requirements
   - the need to ensure that the employment of temporary staff will not prevent continuity of care
   - the need of staff to understand, and adhere to the service's protection from abuse policy

5   You ensure the fitness of staff to work as specified in regulation

6   You maintain accurate and up-to-date records about staff recruitment, retention and disciplinary issues in accordance with legal, regulatory and service requirements

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

444d Contribute to staff retention policies and practice

Performance criteria

You need to show that:

1   You ensure that all staff employed in the service:
   - are clear about to whom they are accountable
   - are provided with written guidance on procedure and practice
   - receive regular supervision which addresses organisational and regulatory requirements, practice issues, and are provided with access to advice and counselling when appropriate
   - have a personal development plan and a record of training
   - have their performance formally appraised annually

2   You ensure that staff meetings take place regularly, and that they facilitate discussion about practice and management of those using the service

3   You implement induction, ongoing training and qualification programmes to develop staff competences, and have an overall staff development plan to meet national targets

4   You review, record and report on turn over ratios, and develop policies to retain staff

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit. When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role**.

Values

1   Equal opportunities, race relations and disability legislation

Legislation and organisational policy and procedures

2   The philosophy, scope and application of relevant legislation for working in social care
3   Employment legislation, policies, regulation and standards of practice for selection, recruitment and retention of staff, and for maintaining a healthy, safe and productive work environment
4   Legal and regulatory requirements to comply with criminal records systems and workforce registration requirements
5   Key government initiatives about:
   - the recruitment and retention of social care staff
   - the training and education of social care staff
   - the regulation of the workforce
6   Service standards
7   Lessons learned from both serious failure of service and practice, and from successful interventions
8   Regulatory frameworks for the service and the workforce

Theory and practice

9   The impact that the local economy, the employment market, housing and environmental factors have on the recruitment and retention of staff
10   The impact that the image of social care has on recruitment and retention, and how to represent social care as a positive career choice
11   The impact that the organisation's culture, and staff morale has on workforce retention and turn over rates
12   Approaches to managing resistance to change and development
13   The impact of stress and conflict on organisational performance, recruitment and retention
14   The impact of the external environment on individual and group development
15   Approaches to developing a safe, positive and nurturing environment
16   The importance of effective recruitment and retention policies for the maintenance and development of the service, and the continuity of care for service users
17   Approaches to monitoring and evaluating turn over and retention rates and patterns

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

Knowledge specification for the whole of this unit (continued)

18   Theories, models for practice and techniques, grounded on research of what works best, which for this unit will focus on:
- recruitment and selection
- retention
- supervision
- appraisal
- motivation
- assessment of support and developmental needs
- individual and team development
- stress management
- education and training

19   Approaches to managing diversity

20   A workforce development approach focused on workforce analysis and workforce planning, underpinned by an understanding of:
- national training strategies
- setting and meeting training targets
- induction and continuous professional development
- qualifications and awards, and qualification frameworks
- career pathways
- the use of occupational standards for human resource purposes

444 CONTRIBUTE TO THE SELECTION, RECRUITMENT AND RETENTION OF STAFF TO DEVELOP A QUALITY SERVICE

Evidence requirements for this unit

- Direct observation by assessor and/or an expert witness is required for some of the performance criteria for every element in this unit.
- Prior to commencing the unit you should agree a plan with your assessor regarding the types of evidence to be used.
- You must provide your assessor with evidence for ALL the performance criteria, and ALL the knowledge requirements and the relevant parts of the SCOPE as applicable to your workplace.
- The evidence must, at all times, reflect the policies and procedures of the workplace as linked to current legislation and the values and principles for best practice within the Health and Social Care Sector. This will include the National Service Standards for your area of work or client group.
- All evidence should relate to real work activities for ALL elements of this unit.
- Simulation is NOT permitted for this unit.

Competences can be demonstrated using a variety of types of evidence from the following:

- **Work products:** these can be any record that you would normally use within your normal role eg supervision notes, outline of training plans, organisational objectives, policies and procedures, records and reports; communication records, minutes of staff and other meetings, job descriptions, etc.
- **Assignment/project:** you may have already completed a project or assignment (for example from HNC, NC, VRQ, BTec courses, D32, 33, 34, A1 and V1). You could also use evidence of previous in-house training course/programmes you have completed showing professional development.
- **Reflective accounts:** you describe your actions in (a) particular situation(s) and reflect on the reason(s) for you practicing in that way, in relation to selection, recruitment and retention of staff to develop a quality service.
- **Questioning/professional discussion:** you and your assessor may agree on questions or discussion to demonstrate your knowledge, to supplement the knowledge demonstrated through observations, products and reflective accounts. These can be oral or written but evidence of this must be recorded.

    NB **Confidential records are not required in your portfolio, they can remain where they are normally stored and be checked by your assessor and internal verifier. If they are included they must be anonymised.**