

## Overview

This standard is about recruiting, inducting and retaining employees to undertake identified activities or work roles. You review the work required to identify shortfalls in number of employees, their knowledge, skills and competence. You develop job descriptions and specifications for recruitment. You plan and carry out recruitment using agreed selection criteria and make employment offers. You induct staff to your organisation taking their diverse needs into account. This includes supporting them to monitor their own induction progress. You also retain your staff by giving them ongoing opportunities to develop their potential and share any issues so that they can be resolved.

This standard is for all managers and leaders.

## Recruit, induct and retain employees into their roles

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### Performance criteria

*You must be able to:*

1. engage colleagues and other stakeholders in recruiting, inducting and retaining staff
2. seek specialist resources, where required
3. review the work required in your area of responsibility
4. identify any shortfalls in number of employees, their knowledge, skills and competence
5. evaluate the options for addressing shortfalls and decide on the best options
6. develop up-to-date job descriptions and person specifications for recruitment
7. plan the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
8. specify and agree criteria for assessing and selecting applicants
9. inform applicants about the progress of their applications, in accordance with organisational policy
10. carry out recruitment in accordance with your plan, using the agreed selection criteria
11. offer positions to applicants who meet the selection criteria
12. provide constructive feedback to unsuccessful applicants, in accordance with organisational policy
13. welcome new staff and explain their roles in achieving the objectives of the organisation and their work area
14. establish employees' needs for information about your organisation, organisational policies and practices, their work roles and people they will work with
15. identify the learning and development needs to enable employees to perform their duties
16. provide an induction programme to meet new staff information, learning and development needs
17. consider employees' needs when designing their induction programmes
18. introduce employees to their colleagues, explaining respective roles and how they will interface
19. encourage employees to take responsibility for monitoring their progress and completing their induction programmes
20. provide support, supervision and feedback to enable employees to perform their roles to your organisation's requirements
21. provide work opportunities that challenge employees to make effective use of their knowledge, skills and competences to develop their potential
22. review employees' performance and development systematically and provide constructive feedback
23. recognise employees' performance and their achievements in line

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- with your organisation's policy
- 24. support employees to access the career and professional development opportunities within your organisation
- 25. provide opportunities for employees to discuss issues about their work or development with you
- 26. identify when employees are dissatisfied and agree solutions that meet the individual and organisational needs
- 27. identify when employees' values, motivations and aspirations are incompatible with your organisation's vision, objectives and values and seek alternative solutions with the employees concerned
- 28. meet with employees planning to leave your organisation and resolve any issues or misunderstandings
- 29. evaluate the recruitment, induction and retention process to identify any areas for improvements
- 30. follow the legal, organisational, codes of practice and policies relevant to recruiting, inducting and retaining staff

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

1. how to review the workload in your area to identify shortfalls in number of employees, their knowledge, skills and competence
2. how to identify actual skills and avoid stereotyping of skills levels and work ethics
3. the different options for addressing identified shortfalls and their advantages and disadvantages
4. what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
5. the different stages in the recruitment and selection process
6. why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
7. the different recruitment and selection methods and their associated advantages and disadvantages
8. why it is important to give clear information on vacancies to potential applicants
9. how cultural differences in language, body language, tone of voice and dress can differ from expectations and how to avoid bias
10. how to measure applicants' competence and capability against agreed criteria and assess whether they meet the stated requirements of the vacancy
11. the importance of keeping applicants informed about progress and how to do so

12. how to provide clear and constructive feedback to unsuccessful applicants
13. the purpose and importance of a structured induction programme and what an induction programme should cover to take account of employees' needs
14. how to encourage employees to take responsibility for their progress using active listening and questioning techniques
15. how and when to review employees' progress towards achieving the objectives in their induction programmes
16. how to identify employees' information, learning and development needs
17. the importance of recognising individual performance and how to do so
18. the importance of providing support and opportunities for employees to discuss issues with you
19. the alternative solutions that may be deployed when employees' values, motivations and aspirations are incompatible with their work or your organisation's vision, objectives and values
20. the importance of understanding the reasons why employees are leaving an organisation
21. the importance of evaluating the effectiveness of selection, induction and retention processes and the ways to obtain feedback to identify areas for improvement

### **Industry and sector specific knowledge and understanding**

22. the recruitment and selection issues and specific initiatives and arrangements within the industry and sector

23. the relevant employment practices in your sector and the legal, organisational, codes of practice and policies in relation to recruiting, inducting and retaining staff

**Context specific knowledge and understanding**

24. the variety of needs of employees, their roles, responsibilities, competences and potential

25. the job descriptions and person specifications for confirmed vacancies

26. the local employment market conditions and the staff turnover rate in your area

27. your organisation's structure, values and culture and the agreed operational plans and changes to work requirements in your area

28. the specialist resources available to support recruitment, induction and retention, and how to make use of them

29. the training and development opportunities and resources available

30. the legal and employment policies and practices within your organisation, including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions

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## Skills

1. Communicating
2. Consulting
3. Decision-making
4. Evaluating
5. Evaluating
6. Information management
7. Inspiring
8. Interviewing
9. Involving others
10. Monitoring
11. Negotiating
12. Obtaining feedback
13. Planning
14. Presenting information
15. Prioritising
16. Problem solving
17. Providing feedback
18. Reviewing
19. Team building
20. Valuing and supporting members of staff

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**Relevant Occupations** Managers and Senior Officials

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**Suite** Management and Leadership

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