

FIFTH EDITION



# super**series**

Recruiting, Selecting  
and Inducting  
New Staff in the  
Workplace



Institute of Leadership  
& Management

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## Recruiting, Selecting and Inducting New Staff in the Workplace

FIFTH EDITION

Published for the  
Institute of Leadership & Management



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## Series preface

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Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.

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## Unit specification

<b>Title:</b>	<b>Recruiting, selecting and inducing new staff in the workplace</b>	<b>Unit Ref:</b>	<b>M3.17</b>
<b>Level:</b>	<b>3</b>		
<b>Credit value:</b>	<b>2</b>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
<i>The learner will</i>	<i>The learner can (in an organization with which the learner is familiar)</i>		
1. Know how to plan to recruit	1.1	Identify the organization's policies and procedures that could guide the first line manager in recruitment, selection and induction	
	1.2	Conduct a job analysis and prepare a job description and person specification for a post within own area of responsibility	
2. Know how to select the right person	2.1	Explain how you could prepare for selection interviews to ensure impartiality and optimum decision making in selecting the most suitable applicant	
	2.2	Explain a recognized selection technique that could be used during interviews	
3. Understand the induction process	3.1	Explain the importance of effective induction	
	3.2	Describe the phases of induction in the organization	
	3.3	Describe which legal and practical aspects of health and safety should be included in the organization's induction process	
	3.4	Explain one method that could be used to record an individual's progress during induction	
	3.5	Explain how an induction process could be evaluated	



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# Workbook introduction



## 1 ILM Super Series study links

This workbook addresses the issues of *Recruiting, Selecting and Inducting New Staff in the Workplace*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.



## 2 Links to ILM qualifications

This workbook relates to the learning outcomes of Unit M3.17 Recruiting, selecting and inducting new staff in the workplace from the ILM Level 3 Award, Certificate and Diploma in First Line Management.



## 3 Links to S/NVQs in management

This workbook relates to the following Units of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

D3. Recruit, select and keep colleagues



## 4 Workbook objectives

‘In the following pages I offer nothing more than simple facts, plain arguments and common sense; and have no other preliminaries to settle with the reader, other than that he will divest himself of prejudice and prepossession, and suffer his reason and his feelings to determine for themselves; that he will put on, or rather that he will not put off, the true character of a man, and generously enlarge his views beyond the present day.’

Thomas Paine, *Common Sense*

Finding and keeping the right people is one of the most important aspects of a first line manager’s job. Without the right people, performing jobs to which they are well suited, the organization would slowly grind to a halt.

You are in the best position to match suitable people to the work for which you are responsible. However, this cannot be done purely by instinct – you need to have a clear understanding of the purpose of the job, how it fits into the organization, and what kind of person might be best suited to do the work. Then you need to become very good at assessing who, among the job applicants, is most likely to fit in and perform the job well, ensuring job satisfaction for the individual and a productive and happy worker for the organization.

### 4.1 Objectives

When you have completed this workbook, you will be better able to:

- take part in the recruitment and selection process;
- prepare for interviews;
- plan, prepare and carry out an effective selection interview;
- assess the information you obtain during an interview;
- plan and implement good induction schemes for your work team;
- design and implement policies related to retaining staff.