

Golf Course Manager

UNIT 40

Recruit, select and keep colleagues

Overview

The aim of this unit is to provide the learner with the knowledge, understanding and skills to recruit, select and keep colleagues.

	Learner Outcomes		Assessment Criteria
	The learner will:		The learner can:
1	be able to recruit, select and keep colleagues	1.1	talk with colleagues who are leaving their area of responsibility to identify and discuss their reasons for leaving
		1.2	identify ways of addressing staff turnover problems, implementing those which clearly fall within their authority and communicating other problems to the relevant people for consideration
		1.3	review, on a regular basis, the work required in their area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience
		1.4	identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow
		1.5	consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit

		1.6	consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
		1.7	ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
		1.8	seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues
		1.9	participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
		1.10	make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
		1.11	judge whether the recruitment and selection process has been successful in relation to recent appointments in their area and identify any areas for improvements
		1.12	recognise the opportunities presented by the diversity of people
		1.13	work to turn unexpected events into opportunities rather than threats
		1.14	try out new ways of working
		1.15	identify people's information needs through an appraisal
		1.16	seek to understand people's needs and motivations
		1.17	comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
		1.18	take and implement difficult and/or unpopular decisions, if necessary
		1.19	act within the limits of their authority
		1.20	show integrity, fairness and consistency in decision making

2	know and understand how to recruit, select and keep colleagues	2.1	explain why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
		2.2	describe the types of reasons colleagues might give for leaving
		2.3	explain how to measure staff turnover
		2.4	describe the causes and effects of high and low staff turnover
		2.5	explain the measures which can be undertaken to address staff turnover problems
		2.6	explain how to review the workload in their area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
		2.7	describe the different options for addressing identified shortfalls and their associated advantages and disadvantages
		2.8	explain what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
		2.9	describe the different stages in the recruitment and selection process and 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
		2.10	describe the different recruitment and selection methods and their associated advantages and disadvantages
		2.11	explain why it is important to give fair, clear and accurate information on vacancies to potential applicants
		2.12	explain how to judge whether applicants meet the stated requirements of the vacancy

		2.13	describe the sources of specialist expertise in relation to recruitment, selection and retention
		2.14	explain how to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
		2.15	explain how to review the effectiveness of recruitment and selection in their area
		2.16	explain turnover rates within a similar organisation in the industry/sector
		2.17	explain recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
		2.18	explain working culture and practices of the industry/sector
		2.19	describe the current staff resources including skills, knowledge, understanding and experience of colleagues and the importance of appraisal
		2.20	describe the work requirements in their area
		2.21	describe the agreed operational plans and changes in their area
		2.22	describe the staff turnover rate in their area
		2.23	explain job descriptions and person specifications for confirmed vacancies
		2.24	explain local employment market conditions
		2.25	describe the organisation's structure, values and culture

		2.26	explain employment policies and practices within the organisation including: <ul style="list-style-type: none">• recruitment• selection• induction• development/appraisal• promotion• retention• redundancy• dismissal• pay• other terms and conditions
		2.27	identify sources of specialist expertise in relation to recruitment, selection and retention used by their organisation