

INITIATE EMPLOYEE RESOURCING

UNIT CODE: HRM/OS/BUS/CR/01/6/A

UNIT DESCRIPTION

This unit covers the competencies required to Initiate employee resourcing. It involves undertaking human resource planning, Conducting demand and supply forecasting to fill vacancies in the organization, coordinating job analysis, conducting recruitment and placements, carrying out succession planning and implementing employee - organization job fit and handling contemporary issues in employee resourcing human resource

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Undertake human resource planning	1.1 Human resource planning is defined as per the SOPs. 1.2 Determination of objectives of human resource planning is done as per the SOPs. 1.3 Current and future resource levels across the organization are assessed. 1.4 Human Resource demand and supply forecasting is done as per the organization guidelines. 1.5 Short-term and long-term recruitment plans are developed as per the organization procedures. 1.6 Strengths, gaps and needs are determined as per the work place procedures. 1.7 Recruitment solutions are implemented as per the work place procedures.
2. Conduct demand and supply forecasting to fill vacancies in the organization	2.1 The goals and strategies of the organization are articulated in demand and supply forecasting as per the organization vision and mission. 2.2 Number and type of employees the organization needs is forecasted based on organizations policies. 2.3 The current human capital in the organization is established.

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	2.4 The number of vacancies in the organization are establish as per the organizations policies. 2.5 The number and type of employees needed in the future established based on organizations policies.
3. Coordinate job analysis	3.1 <i>Job analysis uses</i> are identified in line with the SOPs 3.2 <i>Techniques/methods</i> of job analysis are discussed as per the SOPs. 3.3 Job description and job specifications are defined as per the SOPs. 3.4 Job description and job specifications are developed as per the organizations policies. 3.5 Challenges of job analysis are identified as per the SOPs. 3.6 Job advertisements for the identified vacant positions are prepared as per the work place policies.
4. Conduct recruitment and placements	4.1 Recruitment plan (<i>types of recruitment, methods of applications</i>) and budget is developed as per the organizations policies. 4.2 Search committee/panel is selected and trained as per the organization procedures. 4.3 Advertisement is done as per the organizations procedures. 4.4 Applications are reviewed, and short listing is done as per the organizations procedures 4.5 Interviews are conducted as per the work place policies. 4.6 Selection is done as per the work place policies. 4.7 Appointments are done as per the work place policies 4.8 Negotiate terms of service/engagement as per the work place procedures 4.9 <i>Market forces</i> are scanned according to organization standards.

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	4.10 Agreement reached as per the organizations procedures 4.11 An offer is made as per the organization procedures 4.12 Induction of the newly recruited employees is done as per the work place procedures. 4.13 Placements and deployments are done as per the work place policies.
5. Carry out succession planning	5.1 Succession planning policy is initiated as per the organization procedures. 5.2 Critical positions are identified as per the work place polices 5.3 The key competencies are identified as per the organizations succession planning guidelines. 5.4 Employees to be developed to fill the positions are identified according to organization procedures. 5.5 Capacity building programmes are developed as per the gaps identified. 5.6 Capacity building of the identified employees as per the organization procedures.
6. Implement employee - organization job fit	6.1 Job fit is used to optimise individual and teams as per the organization policies. 6.2 Ways of managing person –organization fit in organization is addressed as per the organization policies.
7. Handle contemporary issues in employee resourcing	7.1 Labour markets are scanned based on SOPs. 7.2 Flexibility at the work place is assessed as per the work place policies. 7.3 Services for human resource outsourcing are assesses as per the work place policies. 7.4 Opportunities for shared service centres are anlyzed as per the work place policies.

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RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Techniques/methods of job analysis may include but not limited to:	<ul style="list-style-type: none">• Observation• Questionnaires• Interview• Work sampling• Employee diary/log book
2. Job analysis uses may include but not limited to:	<ul style="list-style-type: none">• Human resource planning• Recruitment and selection• Training and development• Job evaluation• HRIS• Health and safety
3. Types of recruitment may include but not limited to:	<ul style="list-style-type: none">• Internal sources• External sources
4. Methods of application may include but not limited to:	<ul style="list-style-type: none">• Hard copy applications• Internal applications• Employment agencies• Referrals

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Decision making
- Critical analysis/analytical skills
- Communication
- Decision making

- Emotional intelligence
- Negotiations
- Computer application
- Listening
- Team building
- Leadership
- Time management
- Conflict management and resolutions
- Budgeting
- Interpersonal relations
- Crisis management
- Job analysis techniques

Required Knowledge

The individual needs to demonstrate knowledge of:

- Human resource policies, guidelines and regulations
- Organization goals, objectives and strategies
- Vacancy identification and advertisement
- Budgeting
- Recruitment cycle
- Workplace induction
- Market segmentation

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Identified objectives of human resource planning.</p> <p>1.2 Developed human resource plans.</p> <p>1.3 Carried out a job analysis.</p> <p>1.4 Developed an advertisement for a vacant position in an organization</p> <p>1.5 Selected and rained the recruitment panel.</p> <p>1.6 Explained the recruitment process.</p>
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	<p>1.7 Demonstrated ability to link employees' induction to their duties, tasks and responsibilities.</p> <p>1.8 Undertake succession planning.</p> <p>1.9 Utilized the job fit to optimised on individuals and teams.</p>
2. Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.2 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>4.3 Written questions</p> <p>4.4 Oral questions</p> <p>4.5 Observation</p> <p>4.6 Projects</p> <p>4.7 Review of portfolios</p> <p>4.8 Third party workplace reports</p>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>