



Level 3

Certificate in In-House Recruitment

Mock Paper May 2018

Time allowed: 2½ hours
130 marks

- All mobile phones and PDAs must be switched off and placed in bags at the back of the room.
- Write the information required on the front of your Answer Booklet and in the above box.
- Read ALL questions carefully first before attempting to answer them.
- Answer ALL questions. You may answer questions in any order.
- Use black or blue ink only. Correction fluid is not allowed.
- Number each answer accurately in the same format as in the Question Paper.
- The maximum mark for this paper is 130.
- You may, where appropriate, answer using note form or bullet points.
- Please leave at least a 3-line break between each answer.
- Answers written on the Question Paper will NOT be taken into account.
- No communication with other students is permitted during or immediately after the examination.
- The Question Paper is to be returned to the Invigilator at the end of the exam along with your Answer Booklet and any additional answer sheets.

All companies and characters appearing in this examination are fictitious. Any resemblance to real companies or persons, living or dead, is purely coincidental.

RECIHRTC 3-1: Understand the legal and ethical responsibilities for in-house recruitment (a total of 25 marks)

1. a) Sarah is an HR/Recruitment Business Partner providing support to hiring managers during the recruitment process. This includes reviewing vacancy adverts to ensure they comply with legal and ethical standards.

- (i) Marta, one of the hiring managers, has submitted an advert for review which states:

“This role requires an enthusiastic recent graduate who wishes to be part of a lively and dynamic team.”

Briefly explain why Sarah may be concerned about the use of emotive wording in this advert.
(2 marks)

- (ii) If a candidate were to bring a claim against the organisation due to the wording used in the advert, which **one** of the following options would be the most appropriate ground?

- A - Victimisation
- B - Perceptive direct discrimination
- C - Harassment
- D - Indirect discrimination
- E - Direct discrimination

(1 mark)

- (iii) Name the legislation which outlines the law regarding discrimination in the UK.

(1 mark)

1. b) Sarah meets Marta to explain her concerns. She takes the opportunity to run through some of the legal and ethical commitments made by the organisation to comply with the REC's Good Recruitment Charter.

Give **two** examples of principles under the Good Recruitment Charter which define good recruitment practice.

(4 marks)

1. c) Marta asks Sarah to review a different advert. This is for a highly-skilled post she anticipates to fill with a candidate from outside of the European Union (EU).

Marta knows that she may need to demonstrate compliance with the Resident Labour Market Test (RLMT) if she wishes to sponsor a migrant from outside of the EU using the organisation's Tier 2 (General) sponsorship license.

- (i) Briefly explain how the RLMT impacts the advertising of a vacancy.

(2 marks)

- (ii) When sponsoring a migrant under the Tier 2 (General) route, there are circumstances when it is not necessary to complete a RLMT, including when recruiting for high value inward investment posts.

Give **one** other example of such circumstances.

(1 mark)

- (iii) Give the full name of the organisation which oversees the issuing of Tier 2 visas.

(1 mark)

1. d) As part of her role, Sarah also draws up contracts for new employees and oversees elements of the on-boarding process to ensure the organisation is legally compliant.

- (i) Saul, one of the hiring managers, asks Sarah if it is possible to engage someone to undertake a piece of paid work without offering a full employment contract.

Give **two** alternatives to engaging a candidate with an employment contract which Sarah could consider.

(2 marks)

- (ii) Sarah asks Saul for more information. Saul explains that the person is needed to work at events on a long-term basis, but the number of events fluctuates from week to week.

Sarah suggests offering the individual an employment contract, but on a variable or zero hours basis.

What are the rights of the new hire in relation to unfair dismissal if they are engaged as an employee (as opposed to being engaged under a different employment status)?

(2 marks)

- (iii) Give the full name of the Act of Parliament which determines the rights of employees.

(1 mark)

- (iv) If the new hire is offered a zero-hour contract as an employee, briefly explain if this will impact their ability to work for other employers.

(2 marks)

1. e) Sarah undertakes a regular compliance exercise to ensure any upcoming new starters have completed their on-boarding checks. She notices that one of the candidates, who recently accepted their offer, has not yet returned a completed medical questionnaire, nor provided documents proving their right to work in the UK.

- (i) Sarah emails the candidate, who replies:

"I'm not returning the medical questionnaire as it's against the law for you to ask me questions about my health and I haven't been able to bring in my documents as I've had to send them off with my application to remain in the UK".

Explain the legal position regarding employers asking health-related questions and whether Sarah's organisation can legally request this information.

(2 marks)

- (ii) Sarah obtains a copy of the candidate's Certificate of Application, confirming that they have applied for a new work permit. She contacts the Home Office Employer Checking Service and is issued with a Positive Verification Notice.

For how long will this combination of documents provide a statutory excuse?

(1 mark)

- (iii) One month later, the candidate provides documents proving they are now allowed to stay in the UK for 3 years and undertake the type of work in question.

When does Sarah need to schedule the next right to work check?

(1 mark)

- (iv) Other than to reduce the likelihood of legal challenges, give **two** ways in which an organisation can benefit from implementing a compliance process.

(2 marks)

(Total 25 marks)

RECIHRTC 3-2: Understanding personal development and performance (a total of 20 marks)

2. a) You are a recruitment professional and apply for the position of Senior Talent Acquisition Specialist. During the interview, you are asked to outline the behaviours which make for a successful recruiter.

- (i) Other than team working and relationship building, give **two** behaviours that you could include in your answer.

(2 marks)

- (ii) One of the interviewers asks you if you have any skills or behaviours in need of development.

You have identified that your presentation skills need improvement and you are trying to build more confidence in creating and delivering presentations.

In terms of the 'Four stages of competence' framework, name the stage you are currently at.

(1 mark)

- (iii) Name the final stage of the 'Four stages of competence' framework and describe how skills are perceived at this stage.

(2 marks)

- (iv) The interview moves on to a discussion about your team working skills and the role you play within a team.

Using your knowledge of the work of Dr Meredith Belbin, explain what is meant by a 'team role'.

(2 marks)

- (v) According to Dr Belbin, what is the key to teams working effectively?

(1 mark)

2. b) The interview moves on to performance management. You are asked to describe some of the KPIs that are monitored in your current role.

- (i) What does the term KPI stand for?

(1 mark)

- (ii) The interviewers explain that their focus is on bringing in high quality candidates, with less emphasis placed on cost per hire or time to hire.

Provide **one** example of a metric or KPI which could be used to monitor the candidate quality.
(1 mark)

- (iii) You explain that, in your current role, the focus is on reducing a historical reliance on external agencies. Cost per hire is therefore monitored closely, but the target to halve the cost per hire by the end of the year is unrealistic.

Using the appropriate SMART heading, explain why this is a poor target.
(2 marks)

2. c) You are asked for an example of an idea or concept you have championed in your current role, which you feel has improved the recruitment process. You describe initiatives to work more collaboratively with hiring departments, which has yielded positive results.

- (i) You give the example of making a conscious effort to showcase existing talent during the recruitment process by involving more members of the hiring department in the interview and assessment process, rather than just the manager.

Give **two** reasons why showcasing talent like this may improve recruitment outcomes.
(2 marks)

- (ii) You explain that involving more team members in the preparation and conducting of interviews and assessments also produced more accurate assessment of knowledge/skills.

Give **one** reason why this might be the case.
(1 mark)

2. d) At the end of the interview, you are given the opportunity to ask questions. You are keen to understand how the organisation would support you in your continued development.

- (i) You ask if there is a structured development plan.

Give **two** benefits, to the individual, of a structured development plan.
(2 marks)

- (ii) The development plan format is described, which works to a 6-month development cycle. When a new employee joins, the first stage is a meeting to identify their development needs, usually at the end of the first month.

Using your understanding of the four-stage development cycle model, name the next stage.

(1 mark)

- (iii) The interviewers explain that, as part of the development plan, each employee receives funding to participate in activities to help them remain professionally up to date.

Explain the characteristics of the recruitment sector which make it particularly important to remain professionally up to date.

(2 marks)

(Total: 20 marks)

**RECIHRTC 3-3: Understanding relationship management for in-house recruiters
(a total of 20 marks)**

3. a) Martin is the Head of HR for Roby PLC, a large publishing company. The organisation has partnered with Archibald Associates, a Recruitment Process Outsourcer (RPO) to manage its recruitment activities within the UK, but the 2-year contract is coming up for renewal.

Feedback on the current RPO provider has been mixed. Martin is very content with the consultative relationship, but some hiring managers have complained that the recruitment operation is understaffed.

- (i) If Martin decides not to continue with the RPO model, give **two** examples of alternative arrangements for managing Roby PLC's recruitment activity without bringing the full recruitment cycle in-house.

(2 marks)

- (ii) Martin is conscious that some of the poor feedback may be a result of his price negotiations when the original RPO contract was agreed.

This time around, Martin is keen to consider the overall value of the agreement. Explain, referencing the formula for calculating value, how he can improve value without negotiating further on price.

(3 marks)

- (iii) Martin asks Lisa, the Client Director of Archibald Associates Ltd, to meet and discuss how they might be able to improve the service if the contract is extended.

Lisa puts together a new proposal, which includes additional staffing to manage the contract. Martin is surprised that the cost increase is minimal, in line with the rate of inflation.

Explain why, despite not increasing the charges, Archibald Associates might be able to provide a better service following contract renewal, and what this could mean for its profit margin.

(2 marks)

(iv) Why should the profit margin of Archibald Associates be of concern to Martin?

(1 mark)

3. b) Rather than go back out to the market, Martin agrees to extend the contract with Archibald Associates and build on the consultative relationship he values. He agrees a new Service Level Agreement with Lisa.

(i) Other than a description of the services and details of how any disputes will be resolved, name **two** things that should be included in a Service Level Agreement.

(2 marks)

(ii) At the launch of the contract, Martin meets with Lisa to communicate some changes to the wider organisational strategy which he wishes to incorporate into the talent strategy.

Why is it important for the talent strategy to be aligned with the wider organisational strategy?

(1 mark)

(iii) Martin asks Lisa for some input into the external factors which might influence Roby PLC's Strategic Workforce Plan.

Lisa agrees to conduct some research. Name a diagnostic tool which focuses on external factors that Lisa could use.

(1 mark)

3. c) Fernando has recently been appointed as a recruitment team leader within an international market research organisation. The organisation is in the process of transitioning from a recruitment processing shared service centre to an advisory model, where a series of recruitment teams will be partnered with areas of the business.

(i) Fernando is aware that he needs to change the mind-set of his new team, as they do not have experience forming strong relationships with hiring departments.

Give **three** benefits to the organisation of effective recruitment business partnering.

(3 marks)

- (ii) At his first meeting with the team, Fernando realises that some of the team members are not familiar with the term 'stakeholder'.

How would you define the term 'stakeholder'?

(2 marks)

- (iii) Other than a hiring manager, give an example of a possible internal stakeholder in the recruitment function.

(1 mark)

- (iv) Fernando provides the team with some guidance on how to become trusted advisors. He starts by explaining the importance of delivering on what is promised, as well as being open and honest.

Give **one** other tactic which is likely to help the team become trusted advisors.

(1 mark)

3. d) Fernando is issued with several tools to help monitor hiring manager satisfaction, harnessing technology the organisation usually uses for its market research work. This includes various online surveys and sophisticated analytical tools.

Aside from using technology, give **one** way in which Fernando and his team can monitor hiring manager satisfaction.

(1 mark)

(Total: 20 marks)

RECIHRTC 3-4: Understanding candidate sourcing (a total of 20 marks)

4. a) Noor is a HR/Recruitment Advisor for a medium-sized engineering business. She has been asked to support the Finance Manager with the creation of a new post to take responsibility for the office management.

- (i) Noor works through the job analysis process with the Finance Manager and then produces a job description.

Aside from its use as a recruitment tool during the attraction and selection of candidates, give **two** purposes of the job description.

(2 marks)

- (ii) Noor drafts the person specification; she includes the required knowledge, qualifications and training.

Give **three** other types of criteria that Noor could include.

(3 marks)

- (iii) The criteria Noor ends up with is quite broad, reflecting the variety within the role. Suggest a way in which Noor could structure the criteria to help candidates determine if they are a good match for the role.

(1 mark)

- (iv) The Finance Manager agrees to draft the job advert, but Noor realises he has simply copied the opening text from the job description. Noor suggests they consider the objectives of the advert.

Other than to encourage suitable candidates to apply or find out more, give **two** objectives of a job advert.

(2 marks)

- (v) Noor is aware that selling the advantages of a role is not just about the salary or benefits package, but also to highlight the characteristics likely to motivate candidates.

Using your knowledge of the CLAMPS model, give the missing headings from the list below:

- Challenge
- Location
- ?
- Money
- ?
- Security

(2 marks)

4. b) Julian is a Senior Talent Acquisition Specialist for the DuoPart Group, a large logistics and manufacturing organisation. He is coordinating the recruitment of a new Chief Financial Officer in partnership with an external recruitment consultancy.

- (i) The recruitment consultancy agrees to report back to Julian once they have completed their initial research and mapped the market.

What is meant by 'market mapping'?

(2 marks)

- (ii) Julian asks the recruitment consultancy about the use of executive search for the role. Give **one** possible advantage, to DuoPart Group, of using executive search over other recruitment methods.

(1 mark)

- (iii) Julian is persuaded that the job should be advertised and provides the recruitment consultancy with the employer branding guidelines. He is keen for their advertisements to boost DuoPart's presence within the Finance sector.

The recruitment consultancy is impressed with the branding, noting that it is both attractive and different.

Give **two** other characteristics of a strong brand.

(2 marks)

4. c) Julian's first thoughts are to run an ad in a national financial paper, but the recruitment consultancy recommends using other media which they have found generate a better return on investment.

- (i) Other than whether it produces a successful candidate, give **one** factor the recruitment consultancy may consider when determining the effectiveness of an advert.

(1 mark)

- (ii) Other than the cost of placing the advert, give **one** factor the recruitment consultancy may consider when determining the investment in an advert.

(1 mark)

4. d) Having worked with the recruitment consultancy and witnessed the power of the networks they have built up over time, Julian is keen to improve his own networking and rely less on vacancy advertising. He begins by reviewing his various social and professional networking accounts.

- (i) Give **two** reasons why online virtual communities, such as those accessed through social networking sites, can allow a recruiter to reach so many potential candidates.

(2 marks)

- (ii) Alongside forming personal networks via social and professional networking sites, Julian is keen to tap into shared interest networks.

Explain how a shared interest network differs from a personal network.

(1 mark)

(Total: 20 marks)

RECIHRTC 3-5: Understanding candidate selection (a total of 25 marks)

5. a) Felicity, a Recruitment Administrator, is arranging a candidate assessment day. Felicity provides the following instructions in the invite:

“You are invited to participate in a series of aptitude assessments, from 10am to 2:30pm on Wednesday the 23rd of July. Please respond to this invitation confirming your attendance and providing details of any disabilities and/or dietary requirements”.

- (i) For the purposes of identifying the need for reasonable adjustments, give **one** change Felicity could make to improve this invitation.

(1 mark)

- (ii) A candidate responds to Felicity’s email and asks for further details on the venue access, explaining that they have impaired mobility. Felicity emails back to explain that this will not be a problem, as they used the same venue last year and everything went smoothly for another candidate with a mobility impairment.

Explain what is wrong with Felicity’s response.

(2 marks)

- (iii) After the assessment, Felicity provides feedback to the candidates. She emails each person, explaining which aptitude assessments they failed.

Using the BOOST framework, give **one** way in which this feedback can be improved.

(2 marks)

5. b) One of the candidates who participated and scored highly in the assessment, sends an email to Felicity asking to withdraw their application, complaining about the quality of the assessment:

“The assessment day was poorly organised, everything moved incredibly slowly and none of the tests seemed in any way relevant to the role.”

- (i) Give **two** benefits, to the organisation, of receiving feedback on an assessment from a candidate.

(2 marks)

- (ii) Felicity receives further feedback of a similar nature, which makes her question whether the assessment was valid.

Explain what is meant by the ‘validity’ of an assessment.

(2 marks)

5. c) Felicity forwards the list of four candidates who passed the assessment to the hiring manager, who is shocked to have such a small shortlist. Felicity explains that the response was very poor, so only fifteen people participated in the assessment day. She tells the hiring manager:

“It is impossible to predict the level of interest in this role. Looking at the system, it varies hugely each year”.

- (i) How should a selection process be designed when the quality or volume of the candidate response is difficult to predict?

(2 marks)

- (ii) Give **one** reason why is often not appropriate to wait for the candidate response before designing the selection process.

(1 mark)

- (iii) Instead of conducting tests and assessments, give **one** alternative selection method that Felicity could suggest in order to reduce the initial applicant pool to a more reasonable number.

(1 mark)

5. d) Ellie is an in-house recruiter who is coordinating the recruitment of two credit controllers for the finance team. Ellie is familiar with the market and knows there is intense competition for experienced credit controllers. In the past, Ellie has struggled to attract applicants for similar roles and is therefore carefully considering each step of the application and selection process.

- (i) The standard recruitment process at Ellie’s organisation involves an online application form.

Identify **one** possible disadvantage of using application forms to handle applications.

(1 mark)

- (ii) Ellie decides to allow candidates to send in a CV instead of completing the application form.

Give **two** disadvantages of only using CVs instead of application forms.

(2 marks)

- (iii) Other than using an application form or a CV, suggest **one** technique or method that Ellie could implement to manage applications.

(1 mark)

- (iv) Ellie is delighted to receive six CVs for the roles, five of which display relevant experience. She immediately contacts the candidates and arranges telephone interviews to take place in the following days.

Give **one** possible advantage of telephone interviews, explaining why this may have influenced Ellie's decision to take this approach.

(2 marks)

- (v) Ellie informs the candidates that the telephone interview will be an informal discussion about their experience and the role. Ellie will conduct the calls herself, as she is keen to promote the opportunity and establish a rapport.

Give **one** reason Ellie might feel this style of interview is better suited to this situation than a competency based interviewing style.

(1 mark)

5. e) Following the calls, Ellie is keen for Janet, the hiring manager, to meet with four of the candidates. In preparation, Ellie sends across a factsheet called 'Overcoming unconscious bias during the selection process'.

- (i) Give **one** possible negative impact for the organisation of unconscious bias during the selection process.

(1 mark)

- (ii) The factsheet outlines several forms of unconscious bias, including the contrast effect.

Explain what is meant by the 'contrast effect'.

(2 marks)

- (iii) During the interview, Ellie observes Janet using lots of closed questions. Give a **scripted** example of a closed question.

(1 mark)

- (iv) Ellie tries to interject with her own open questions. Give **one** purpose of using open questions during an interview.

(1 mark)

(Total: 25 marks)

RECIHRTC 3-6: Understanding the candidate experience (a total of 20 marks)

6. a) Raymond is an IT project manager at Clean H2o, an international charity campaigning for access to safe drinking water. He is undertaking a project which aims to improve the candidate experience when searching and applying for roles on the company's career site.

- (i) Feedback received from candidates suggests that the online application process is unreliable, with some candidates having had to complete the form multiple times.

Other than the reliability of the system, give examples of **two** factors which might impact the candidate experience of completing an online application.

(2 marks)

- (ii) The project has been approved because of concerns over damage to the employer and corporate brands. Give **two** other possible negative impacts for the organisation of a poor candidate experience during the application stage of the recruitment process.

(2 marks)

- (iii) During his research, Raymond encounters the term 'Employee Value Proposition' (EVP), which he is unfamiliar with. He understands it is connected to the employer brand.

Explain the relationship between EVP and the employer brand.

(2 marks)

6. b) Through his website analytics, Raymond identifies that candidates are not visiting the pages which promote the culture at Clean H2o or the pages listing the company benefits (including their award-winning training and development scheme).

- (i) Raymond proposes a re-design of the candidate journey, so that this information is more clearly communicated to candidates moving through the application process.

Explain how this might help Clean H2o reduce the salary costs for new hires.

(2 marks)

- (ii) Raymond sets up a survey which pops up when people attempt to navigate away from the Careers site and asks candidates to assign a '1 – 10' rating in response to the question:

"Based on your experience of our website today, how likely are you recommend Clean H2o to friends or relatives also looking for new career opportunities?"

Name this method of collecting feedback.

(1 mark)

- (iii) If a candidate gives a rating of between 1 and 6, what would they be classified as?

(1 mark)

- (iv) In addition to the survey, Raymond reviews the metric which identifies the number of abandoned applications.

Is this a quantitative or qualitative measure?

(1 mark)

- (v) Give **one** example of another metric that may help Raymond to understand how the candidates experience the application process.

(1 mark)

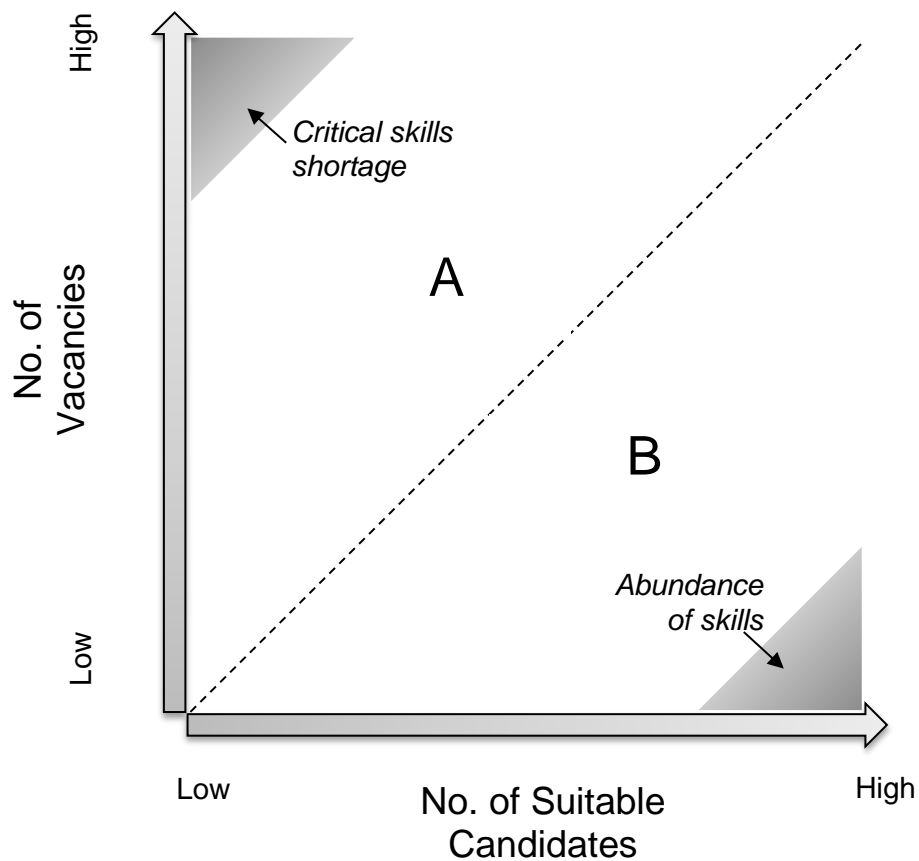
6. c) Following his analysis, Raymond designs a new candidate journey which is approved. The changes are implemented, although various technical challenges along the way forced Raymond to alter the design slightly.

In terms of the feedback loop, how should Raymond validate the effectiveness of the changes they have made and why is this essential?

(3 marks)

6. d) As an in-house recruiter, you have been asked to prepare a short article for the company's internal HR newsletter, outlining the differences between candidate and jobs led markets.

- (i) Considering the following diagram, which section - A or B - represents a candidate-led market?



(1 mark)

- (ii) Briefly explain how a shift from one market state to another can impact the balance of power between the hirer and the candidate.

(2 marks)

- (iii) Explain how the shift from one market state to another can influence innovation in recruitment.

(2 marks)

(Total: 20 marks)

END OF QUESTIONS