

REC Level 4 Diploma in Recruitment Management Syllabus

Candidates must achieve: all 6 Mandatory units, providing 24 credits & 10 credits from any combination of Optional units.

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The REC Level 4 Certificate in Recruitment Practice has been developed to provide recruiters and potential recruiters with an industry recognised qualification at the RQF level 4, which is equivalent to an HND on the framework.

The REC Level 4 Diploma in Recruitment Management was developed and is a revised version of the Diploma in Recruitment Practice (DipRP). Not only has the content been reviewed, but the new structure and clear learning outcomes have enabled the REC to place it on the RQF framework, which in turn gains national recognition and the opportunity for funding. Ideal for recruitment consultants, senior consultants and Account Managers, this qualification will increase your personal effectiveness by providing practical and authoritative learning that will add value to the service you provide to clients and candidates.

The REC Level 4 Diploma in Recruitment Management has 6 mandatory units which are assessed by examination and five optional units of which at least two must be completed. The unit papers reflect the assessment criteria laid out below which in-turn will demonstrate the following learning outcomes:

Mandatory Learning Outcomes:

1. Understand the behaviours of effective sales people in recruitment
2. Understand selling in the recruitment industry
3. Understand tendering in recruitment
4. Understand the legal system as it affects the recruitment industry
5. Understand the scope and provisions of employer and employee statutory rights and related requirements
6. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry

7. Understand how to build and develop professional business networks in the recruitment industry
8. Understand how to build sustainable relationships with clients in the recruitment industry
9. Understand how to build sustainable relationships with candidates
10. Understand how organisations identify their recruitment resourcing needs
11. Understand the development of recruitment resourcing strategies
12. Understand the range of candidate contracts in the recruitment industry
13. Understand the range of client contracts in the recruitment industry
14. Understand the legal requirements of candidate contracts
15. Understand the planning of candidate assessments
16. Understand the principles and techniques of candidate assessment

Optional Learning Outcomes:

17. Understand recruitment business planning
18. Understand the management and performance measurement of a recruitment business
19. Understand commercial issues in recruitment
20. Understand business development within the recruitment industry
21. Understand value added services in the recruitment industry
22. Understand account management in the recruitment industry
23. Understand the use of management accounts in the recruitment industry
24. Understand cost control and management in the recruitment industry
25. Understand how to price recruitment products and services
26. Understand forecasting and funding in the recruitment industry
27. Understand leadership in the recruitment industry
28. Understand teams in the recruitment industry
29. Understand performance management in the recruitment industry
30. Understand discipline and grievance in the recruitment industry
31. Understand time management in the recruitment industry
32. Understand the development of a marketing plan in the recruitment industry
33. Understand the implementation of a marketing plan in the recruitment industry
34. Understand the evaluation of a marketing plan in the recruitment industry

Principles of recruitment sales

RECTC 4-1

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding the behaviours of effective sales people, selling and tendering in the recruitment industry

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the behaviours of effective sales people in recruitment
2. Understand selling in the recruitment industry
3. Understand tendering in recruitment

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the behaviours of effective sales people in recruitment

- 1.1 Analyse the characteristics, behaviours and activities of effective recruitment sales people
- 1.2 Assess techniques to enhance personal credibility
- 1.3 Analyse the components and misconceptions relating to emotional intelligence
- 1.4 Assess the importance of managing personal feelings in recruitment sales situations

2. Understand selling in the recruitment industry

- 2.1 Explain the characteristics of effective questioning, listening and structured research
- 2.2 Analyse the nature and application of “push” and “pull” sales styles
- 2.3 Explain how to adapt personal behaviour and sales activities to different recruitment buyer profiles
- 2.4 Assess the impact of words, tone and body language
- 2.5 Analyse the principles of and differences between consultative and transactional selling in recruitment
- 2.6 Explain the calculation of recruitment charging rates

3. Understand tendering in recruitment

- 3.1 Analyse the benefits and risks of tendering for recruitment business
- 3.2 Explain the processes for invitations to tender, pre-qualification and requests for quotes
- 3.3 Explain how to set out a tender and the information needed
- 3.4 Explain the importance of addressing the tender objectives
- 3.5 Assess the value of feedback from the tendering process

Principles of legal and ethical requirements in recruitment RECTC 4-2

Level	4
Credit Value	8
GLH	25

Unit aims

This unit concerns understanding the legal system as it affects the recruitment industry, the scope and provisions of employer and employee statutory rights and related requirements and legal and ethical considerations affecting the conduct of business in the recruitment industry

Learning outcomes

On successful completion of this unit the learner will be able to:

1. Understand the legal system as it affects the recruitment industry
2. Understand the scope and provisions of employer and employee statutory rights and related requirements
3. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the legal system as it affects the recruitment industry

- 1.1 Analyse the hierarchy, role and powers of the legal system
- 1.2 Distinguish between civil and criminal law
- 1.3 Distinguish between common law and statute law
- 1.4 Distinguish between law and regulation
- 1.5 Analyse the employment appeals process

2. Understand the scope and provisions of employer and employee statutory rights and related requirements

- 2.1 Analyse the way in which employment law and other legislation affects employment rights and responsibilities
- 2.2 Explain the way in which the duties, rights and responsibilities of employers and employees affect business activities
- 2.3 Explain the organisational procedures and documentation relating to contractual issues
- 2.4 Determine relevant sources of information and advice for a range of employment issues
- 2.5 Explain the importance and purpose of working within organisational principles and codes of practice

3. Understand legal and ethical considerations affecting the conduct of business in the recruitment industry

- 3.1 Analyse the purpose and application of the recruitment compliance cycle
- 3.2 Analyse the implications of recruitment-related legislation to candidates, employers, employees and recruiters
- 3.3 Explain the purpose, ethical requirements and importance of compliance with professional codes of conduct and practice
- 3.4 Identify the risks and potential consequences of non-compliance with professional and legal requirements

Principles of relationship management in recruitment

RECTC 4-3

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding how to build and develop professional business networks and sustainable relationships with clients and candidates in the recruitment industry

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand how to build and develop professional business networks in the recruitment industry
2. Understand how to build sustainable relationships with clients in the recruitment industry
3. Understand how to build sustainable relationships with candidates

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand how to build and develop professional business networks in the recruitment industry

- 1.1 Assess the considerations to be taken into account in creating a recruitment networking strategy
- 1.2 Analyse the advantages and disadvantages of different recruitment networking methods
- 1.3 Analyse recruitment networking skills
- 1.4 Assess the attributes of different recruitment networking roles (expert, coach and connector)

2. Understand how to build sustainable relationships with clients in the recruitment industry

- 2.1 Analyse the stages of the buying process
- 2.2 Classify organisational buying cultures, buyer types and buyer profiles
- 2.3 Analyse the considerations to be taken into account in building sustainable relationships
- 2.4 Explain how to adapt relationship building approaches and behaviours to suit different buyer types, expectations and motivations
- 2.5 Explain different methods of monitoring relationships with clients

3. Understand how to build sustainable relationships with candidates

- 3.1 Assess the importance of developing sustainable relationships with candidates
- 3.2 Explain techniques for communicating with candidates
- 3.3 Explain how to adapt relationship building approaches and behaviours to suit different candidate's needs, expectations and aspirations
- 3.4 Assess the ethical considerations of approaching candidates and developing relationships
- 3.5 Explain opportunities and techniques for coaching candidates

Principles of recruitment resource strategies RECTC 4-6

Level	4
Credit Value	7
GLH	20

Unit aims

This unit concerns understanding how organisations identify their recruitment resourcing needs and the development of recruitment resourcing strategies.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand how organisations identify their recruitment resourcing needs
2. Understand the development of recruitment resourcing strategies

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand how organisations identify their recruitment resourcing needs

- 1.1 Analyse the process that public and private sector organisations use when recruiting and selecting staff
- 1.2 Assess the role of recruitment and selection within human resource processes
- 1.3 Assess the purpose and methods of job analysis
- 1.4 Analyse the purpose and techniques to develop effective job descriptions and person specifications
- 1.5 Assess the role of the recruiter within human resource planning

2. Understand the development of recruitment resourcing strategies

- 2.1 Analyse the components of a resourcing strategy
- 2.2 Explain how to ensure the recruitment resourcing strategy is achievable within budget and timescale to the quality required
- 2.3 Explain how to identify the need for back up plans
- 2.4 Explain the rationale for the provision for back up arrangements
- 2.5 Explain how to identify successes and areas for improvement
- 2.6 Explain the need to agree follow up actions with clients that are appropriate to the outcomes of the strategy implementation

Understanding recruitment contracts

RECTC 4-10

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding the range of candidate and client contracts in the recruitment industry and the legal requirements of candidate contracts.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the range of candidate contracts in the recruitment industry
2. Understand the range of client contracts in the recruitment industry
3. Understand the legal requirements of candidate contracts

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the range of candidate contracts in the recruitment industry

- 1.1 Explain the characteristics of a range of candidate contracts
- 1.2 Explain the essential content of a range of candidate contracts
- 1.3 Analyse the implications for employers and employees of a range of candidate contracts
- 1.4 Explain the significance to a candidate of an umbrella organisation

2. Understand the range of client contracts in the recruitment industry

- 2.1 Explain the characteristics of a range of client contracts
- 2.2 Explain the essential content of a range of client contracts
- 2.3 Analyse the implications for employers and employees of a range of client contracts
- 2.4 Explain the meaning and significance of master vendors, vendor neutrals, umbrella organisations and on demand
- 2.5 Analyse the management information and documentation needed to carry out work through different forms of contract

3. Understand the legal requirements of candidate contracts

- 3.1 Explain the difference and methods of distinguishing between a contract of service and a contract for service
- 3.2 Analyse the scope of legislation relating to agency workers, non-employees, immigrants, gangmasters and ex-offenders
- 3.3 Explain when criminal records need to be checked and how to do so
- 3.4 Explain the legal requirements of clarifying candidates' work status
- 3.5 Explain how to ensure all recruitment contracts meet legal and ethical requirements

Understanding the principles of assessing people

RECTC 3-6

Level	3
Credit Value	4
GLH	15

Unit aims

This unit concerns understanding the planning of candidate assessments and the principles and techniques of candidate assessment.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the planning of candidate assessments
2. Understand the principles and techniques of candidate assessment

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the planning of candidate assessments

- 1.1 Explain the features, uses, requirements, advantages and disadvantages of a range of assessment methods
- 1.2 Explain the importance of setting objectives for the assessment process
- 1.3 Explain how to confirm the validity and reliability of the assessment process to meet the assessment objectives

2. Understand the principles and techniques of candidate assessment

- 2.1 Explain the characteristics of good biographical interviewing techniques
- 2.2 Explain the structure and use of competence assessment interviewing
- 2.3 Explain the features of effective questioning and interviewing skills
- 2.4 Explain the “halo and horns” effect
- 2.5 Explain techniques to gain rapport with candidates
- 2.6 Explain the importance and role of candidate feedback in the assessment process
- 2.7 Explain when and why to carry out references and checks on candidates
- 2.8 Explain the use of reasonable adjustments in candidate assessment
- 2.9 Explain the considerations following candidate assessment

Principles of business management for recruitment RECTC 4-4

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding recruitment business planning, the management and performance measurement of a recruitment business and commercial issues in recruitment.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand recruitment business planning
2. Understand the management and performance measurement of a recruitment business
3. Understand commercial issues in recruitment

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand recruitment business planning

- 1.1 Analyse the role of market research and analysis tools in defining client needs and business planning
- 1.2 Define the strategic direction, vision, mission, objectives and success criteria of a recruitment business
- 1.3 Explain the requirements of a recruitment business model and the factors influencing it
- 1.4 Explain the considerations to be taken into account in the development and implementation of a recruitment business plan
- 1.5 Define realistic and justified key performance indicators

2. Understand the management and performance measurement of a recruitment business

- 2.1 Assess the effectiveness of a range of recruitment performance measures
- 2.2 Identify business strengths, weaknesses and shortfalls
- 2.3 Identify the drivers to change within a recruitment business
- 2.4 Explain the use of processes, tools and techniques to review and redesign recruitment business processes
- 2.5 Analyse the concept and principles of the management of change within a recruitment business

3. Understand commercial issues in recruitment

- 3.1 Analyse how a recruitment business works
- 3.2 Analyse the characteristics and business acumen of effective recruiters
- 3.3 Identify internal and external issues and trends of concern to a recruitment organisation and their impact on profitability
- 3.4 Explain how to develop contingencies that address identified threats

Principles of business development and account management in recruitment

RECTC 4-5

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding business development within the recruitment industry, value added services and account management in the recruitment industry.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand business development within the recruitment industry
2. Understand value added services in the recruitment industry
3. Understand account management in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand business development within the recruitment industry

- 1.1 Analyse the characteristics, uses and limitations of primary, secondary, quantitative and qualitative research
- 1.2 Assess the validity, uses and limitations of sources of recruitment information (clients, candidates and competitors)
- 1.3 Identify changes in the recruitment industry and their implications
- 1.4 Explain the use of analytical tools to identify competitor threats

2. Understand value added services in the recruitment industry

- 2.1 Define “value added” recruitment services, their benefits and risks
- 2.2 Analyse the business imperatives for developing and offering value added services in the recruitment industry
- 2.3 Assess the factors that influence a recruiter’s ability to offer value added services
- 2.4 Assess the scope and considerations to be taken into account in developing and selling value added recruitment proposals
- 2.5 Analyse the use of added value within the account management process

3. Understand account management in the recruitment industry

- 3.1 Analyse the value of account management in recruitment
- 3.2 Assess the significance of recruitment client relationship management and client perceptions
- 3.3 Explain methods of account management
- 3.4 Assess techniques to enhance recruitment client penetration, exceed client expectations and add value

Understanding finance in recruitment

RECTC 4-7

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding the use of management accounts and cost control and management in the recruitment industry, how to price recruitment products and services and forecasting and funding in the recruitment industry

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the use of management accounts in the recruitment industry
2. Understand cost control and management in the recruitment industry
3. Understand how to price recruitment products and services
4. Understand forecasting and funding in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the use of management accounts in the recruitment industry

- 1.1 Analyse the financial and tax implications of different kinds of trading entity
- 1.2 Explain the information needed to compile effective recruitment management accounts
- 1.3 Explain the statutory requirements for financial reports
- 1.4 Explain the compilation of a balance sheet, profit and loss account and the calculation of gross profit for a recruitment business
- 1.5 Explain the influences on gross profit

2. Understand cost control and management in the recruitment industry

- 2.1 Calculate breakeven point for a recruitment business
- 2.2 Explain the difference between and treatment of fixed costs and marginal costs
- 2.3 Explain the principles and treatment of cost allocation and cost analysis
- 2.4 Assess the considerations relating to cost control in a recruitment business
- 2.5 Create a realistic cash flow forecast for a recruitment business
- 2.6 Analyse the importance and methods of the management of cash flow
- 2.7 Explain how to carry out credit checks and monitor credit levels
- 2.8 Explain how to deal with credit control, debtors and creditors

3. Understand how to price recruitment products and services

- 3.1 Explain the considerations in pricing recruitment products and services and determining charging rates
- 3.2 Assess the use of financial ratios in the recruitment industry
- 3.3 Explain the calculation of recruitment charging rates

4. Understand forecasting and funding in the recruitment industry

- 4.1 Define realistic and justified financial projections
- 4.2 Analyse sources of finance for a recruitment business

Understanding people management in recruitment RECTC 4-8

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding leadership, teams, performance management, discipline and grievance and time management in the recruitment industry

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand leadership in the recruitment industry
2. Understand teams in the recruitment industry
3. Understand performance management in the recruitment industry
4. Understand discipline and grievance in the recruitment industry
5. Understand time management in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand leadership in the recruitment industry

- 1.1 Analyse the qualities, behaviours and techniques of effective managers
- 1.2 Assess the application of leadership and management theories in the recruitment industry
- 1.3 Assess the application of motivation theories in a recruitment context
- 1.4 Analyse the application of coaching techniques in a recruitment context
- 1.5 Explain the legal and ethical issues of people management in the recruitment industry

2. Understand teams in the recruitment industry

- 2.1 Define the characteristics of an effective team
- 2.2 Assess the influence of organisational culture on teams
- 2.3 Assess the application of teamworking theories and models in the recruitment industry
- 2.4 Analyse conflict resolution techniques
- 2.5 Examine the use of delegation as a developmental vehicle
- 2.6 Define the requirements of an effective recruitment team succession plan

**3. Understand performance management in the recruitment industry**

- 3.1 Define the characteristics of different kinds of performance management systems
- 3.2 Analyse the purpose and benefits of an appraisal system
- 3.3 Explain processes and techniques for setting objectives and carrying out an appraisal
- 3.4 Explain the importance of giving constructive, evidence-based feedback on performance in a sensitive way
- 3.5 Explain the considerations relating to recognising and rewarding achievement

4. Understand discipline and grievance in the recruitment industry

- 4.1 Explain how to recognise discipline and grievance situations
- 4.2 Explain the disciplinary and grievance process
- 4.3 Explain the legal, ethical and organisational requirements for managing and documenting discipline and grievance cases
- 4.4 Explain sources of advice and support for managing discipline and grievance cases

5. Understand time management in the recruitment industry

- 5.1 Define managerial tasks and those that can be delegated
- 5.2 Distinguish between urgent and important, active and reactive tasks
- 5.3 Identify the issues relating to work-life balance
- 5.4 Examine techniques to achieve an appropriate work-life balance
- 5.5 Assess the impact of stress and ways of managing it

Principles of marketing in recruitment RECTC 4-9

Level	4
Credit Value	5
GLH	15

Unit aims

This unit concerns understanding the development, implementation and evaluation of a marketing plan in the recruitment industry.

Learning outcomes

On successful completion of this unit, the learner will be able to:

1. Understand the development of a marketing plan in the recruitment industry
2. Understand the implementation of a marketing plan in the recruitment industry
3. Understand the evaluation of a marketing plan in the recruitment industry

Assessment of the learning outcomes will require a learner to demonstrate that they can:

1. Understand the development of a marketing plan in the recruitment industry

- 1.1 Assess the components of a recruitment marketing plan
- 1.2 Analyse the internal and external influences on a recruitment marketing plan
- 1.3 Explain the application of the marketing mix to determine a recruitment marketing plan
- 1.4 Explain how to segment the recruitment market

2. Understand the implementation of a marketing plan in the recruitment industry

- 2.1 Develop SMART objectives, budget, timescale, resource allocations, marketing methods and success criteria
- 2.2 Explain the importance of alignment between recruitment marketing strategies and plans
- 2.3 Explain the role of back up planning
- 2.4 Explain the importance of keeping stakeholders up to date with progress, developments and issues
- 2.5 Analyse recording and reporting requirements of the implementation of a recruitment marketing plan

3. Understand the evaluation of a marketing plan in the recruitment industry

- 3.1 Explain how to identify valid and meaningful evaluation criteria
- 3.2 Explain how to identify valid evaluation methods
- 3.3 Explain the importance of measuring the effectiveness of the recruitment marketing plan in terms of financial and non-financial results
- 3.4 Analyse the return on investment and process efficiency of the recruitment marketing plan
- 3.5 Explain how to evaluate the extent of compliance with legal and ethical requirement