

Recruitment, Selection and Appointment of Staff

First Produced:	05/08/09	Authorisation:	Te Kāhui Manukura
Current Version:	7/02/17	Officer	Director Corporate Services/ Manager People and Development
Past Revisions:	05/08/09, 01/10/12	Responsible:	
Review Cycle:	3 years		
Applies From:	Immediately		

1 Introduction

1.1 Purpose

To provide for recruitment, selection and appointments that result in the person best suited to a vacant position being appointed to that position, with particular regard to the Institute's strategic priorities and its CPP204 Equal Employment Opportunity policy.

1.2 Scope and Application

The policy applies to appointments of tenured (permanent) staff and also applies as specified to processes used to recruit, select and appoint to limited tenure (fixed term) or casual positions.

1.3 Delegations

- a The Chief Executive has statutory responsibility (under s2 of the State Sector Act 1998) as the employer of all staff at Ara.
- b The Director Corporate Services, under formal delegation from the Chief Executive, has the authority to employ staff, in accordance with this policy.

<p>Related Ara Procedures (Infoweb)</p> <ul style="list-style-type: none"> • Ara Collective Employment Agreements • Application for Appointment Form • Appointment Recommendation form • Resource Forms • E-recruitment • Police Vetting Procedures • Capability Frameworks (Management, Allied and Academic) 	<p>Related Ara Policies</p> <ul style="list-style-type: none"> • CPP109 Disclosing Personal Information about Students and Staff • CPP203 Workload • CPP204 Equal Employment Opportunities • CPP214 Human Resources Management • CPP218 Induction • CPP217 Professional/Capability Development • CPP208 Resolving Staff Performance or Conduct Issue • CPP211 Code of Professional Practice • CPP112a Ara Commitment to Quality
<p>Related Legislation</p> <ul style="list-style-type: none"> • State Sector Act 1988 • Privacy Act 1993 • Human Rights Act 1993 • Employment Relations Act 2000 • Education Act 1989 • Vulnerable Children Act 2014 	<p>Related Good Practice Guidelines (Infoweb)</p> <ul style="list-style-type: none"> • Recruitment, Selection and Appointment
<p>Notes</p> <p>Management and staff may seek further advice regarding any of the information in this Policy from:</p> <ul style="list-style-type: none"> • Their immediate supervisor • The designated HR Business Partner for their area 	

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- Manager People and Development
- Infoweb.

2 Principles

- 2.1 Appointments will be made on the basis of selecting the best applicant for the position to be filled, with due consideration to overall institutional priorities.
- 2.2 The staff profile of Ara will reflect its partnership with Ngai Tahu and the wider Maori community.
- 2.3 Ara staff profile will reflect the diversity and needs of the student population and the wider community.
- 2.4 No permanent appointment can be made without going through this recruitment process.
- 2.5 Genuine effort will be made to advertise positions broadly enough to attract suitably qualified candidates from a variety of backgrounds.
- 2.6 All applicants will be treated respectfully, fairly and equitably, with due regard to the confidentiality of their information.
- 2.7 Appointments will be made by staff qualified to assess applicants for the position under consideration and will most often involve a panel.

3 Associated Procedures for Ara Corporate Policy on: Recruitment, Selection and Appointment of Staff

Contents:	3.1	Approval to Recruit
	3.2	Analysis, Job Description and Profile
	3.3	Recruitment and Selection Plan
	3.4	Selection Activities
	3.5	Appointment
	3.6	Responsibility
	3.7	Cancellation or deferral of advertised vacancy

3.1 Approval to Recruit

- a Recruitment cannot occur until written approval has been provided by the manager who holds the delegation to approve recruitment. Refer to the People and Development Delegations Schedule, for the level at which approval is required.
- b An ER1 Staffing Request Form must be completed in the required format (preferably electronically) and submitted to the People and Development Unit (P&D) for processing.
- c Where there is a requirement to recruit to a specific fixed term or casual position the same processes will be followed.

3.2 Job Analysis, Job Description, Job Titles and Profile

- a The requirements of the job and the types of behaviours required to fulfil the role will be analysed before a position is submitted for approval. A context and job description

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is required for the continuation of an existing vacated position and a review and update of the purpose of the position.

- b The current job description template available from the P&D Unit will be used in the process of creating the job description to ensure that all the relevant factors are considered. Where relevant for academic appointments the requirement to have completed a recognised teaching qualification within three years of appointment will be included.
- e A profile for the person who will meet the position criteria will be developed to both provide the selection criteria and to provide information for the evaluation of the position for remuneration purposes.
- d The requirement to consent to a Police Vet check will be notified on application forms and job descriptions.
- e A change to an Ara job title or the establishment of a new job title within Ara must be approved by the Director Corporate Services/Manager People and Development before it can become part of the job description.
- f P&D will determine the salary range for the position based on established protocols for job evaluation and market related data. The relevant delegated authority holder will discuss the appropriate level within the range and any additional factors that should influence the starting salary rate with the HR Business Partner.

3.3 Recruitment and Selection Plan

NOTE: An HR Business Partner may be a panellist, the chair of a panel and/or an advisor on all aspects of the process.

- a The responsible manager will determine who will be on the selection panel and confirm their availability and appoint a Chair.
- b The Chair, with advice from P&D, will then:
 - Determine where it would be best to advertise – P&D is aware of market requirements and costs and will provide specific information;
 - Decide whether additional background information needs to be provided to job applicants (e.g. specific data about Ara);
 - Decide how responses are to be analysed and a shortlist created (what are the really crucial attributes, skills and experience being sought? who is to be involved in short listing?);
 - Shortlist a maximum of five candidates (there is no minimum). Note: there may be occasions when not all panel members are available for shortlisting of candidates in which case the remaining members of the panel may develop the shortlist with advice from the HR Business Partner;
 - Decide on selection tools (pre interview online questions through Sonru or other online engagement method, interview, experiential exercise, “in-basket” exercise, psychometric test/s, personality questionnaire, presentation) and provide information to allow the preliminary design of the tools. It is recommended that at least two tools will be used for tenured positions;
 - Decide on the timeframes and a budget for the recruitment, selection and appointment process. NOTE: P&D Unit has a recruitment budget. However, where specialist or additional advertising or unbudgeted psychometric testing are sought, or a fee is payable to an agency, or relocation expenditure is required above that normally available, the Division may need to provide the budget for the extra costs.

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- Assess the risks posed by those candidates declaring criminal convictions and/or as a result from Police Vetting, and, confirm the candidate's eligibility to proceed further through the selection process.

3.4 Selection Activities

Every applicant must complete an Application for Employment form, either in hard copy or electronically, and provide a curriculum vitae. Applicants will be given as much notice as possible about the selection timeframe and information about the process.

a Shortlisting

This will aim to be completed within one week of the closing date. Communication with applicants (shortlisted and non-shortlisted) will be through P&D.

b Exercise/s

P&D will advise on exercises/s appropriate to the position to be filled. The exercise/s must reflect the role and provide evidence of the suitability of the applicant and supplement information already available.

c Interviews

Ara uses behavioural event interviewing, which has a higher level of validity as a selection tool than other forms of interview. The Chair, in conjunction with other panel members and P&D, prepare questions that will provide high quality information regarding the applicant's suitability as well as demonstrating the applicant's communication style. There are standard areas for questioning which will be explained by the HR Business Partner. P&D has a repository of questions available to panels. Interview notes must be kept in sufficient detail to enable comparison of applicants' responses.

At the interview it is essential that referees' contact details, salary expectations and start date availability are discussed and confirmed. This provides clarity for both parties should an offer be made. Candidates will be advised that they will hear from Ara within 14 days to allow time for the additional processes to be completed.

While it is rare, a second interview may be warranted in the event that additional assurance is required of an applicant's suitability for the position and/or team fit. In such cases P&D must be involved in the process and the development of the questions.

d Reference Checks

The Chair of the Panel advises P&D of the preferred candidate and a process for reference checking is agreed. An agreed list of questions is prepared based on the information already known about the candidate and the fit with the role. The Chair of the Panel may request that P&D make the reference checks. Should a reference check result in negative feedback that may result in the applicant not being appointed then this must be discussed between the Chair of the Panel/Appointing Manager and P&D as references are evaluative material and there are Privacy Act considerations regarding disclosure to applicants.

e Feedback

While non-shortlisted candidates are not offered feedback, the Chair and shortlisting documentation must provide sufficient information for the HR Business Partner to field appropriate requests for information about the specific selection process.

Shortlisted applicants are offered feedback on their application, performance in the exercise/s and interview. Internal applicants will be given feedback; this will be done by the HR Business Partner. Documentation and the Chair of the panel must be able to

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provide the Advisor with sufficient information to enable appropriate and relevant feedback to be provided.

3.5 Appointment

a Panel Appointments

- i The Chair of the panel and the HR Business Partner meet to confirm the Panel's preferred candidate. The HR Business Partner may meet with the Panel at the end of the interviews to discuss thinking and rationale to assist in the forward planning and recommendation. The ER29 Appointment Recommendation form is completed by either the Panel Chair or a delegated member of the panel and provided to the relevant Director for approval. Approval authorises that an offer of appointment is to be made.
- ii The HR Business Partner will contact the preferred candidate and discuss the offer. No one outside of P&D is to discuss the offer with the applicant unless they are specifically authorised to do so by the Manager People and Development/ Director Corporate Services.
- iii The offer is then put in writing and the applicant signs and returns it if they accept. The content of offers must comply with current legislative and Ara requirements.
- iv P&D staff are responsible for ensuring that templates used in making an offer include the correct information.
- v If the successful applicant has applied through an agency, then only P&D staff are authorised to discuss and negotiate a fee and other terms associated with the appointment with the agency.
- vi No one will begin employment at Ara unless an accepted offer of employment has been received by Ara. This applies to all employees irrespective of tenure.
- vii Unsuccessful shortlisted candidates are advised by P&D of that outcome and feedback is offered.

b Other Appointments including Volunteers and Work Placements

Managers, in consultation with P&D, are responsible for following steps ii. – vii. above when considering appointing volunteers and work placements.

3.6 Responsibility

- a **Manager:** approves that recruitment is to occur ensuring that it will contribute to the achievement of the optimum workforce profile and that budget and other considerations have been taken into account as part of the approval process.
- b **The Chair of the selection panel:** is responsible for the outcomes of selection and recruitment and the proper operation of the process. It is that person's responsibility to ensure that they have the authority and knowledge necessary to make the right appointment and/or to determine not to proceed. Timely communication with the HR Business Partner regarding issues and progress is the responsibility of the Chair.
- c **Panel member:** is a full participant in the selection process and holds specific responsibilities for the application of the agreed criteria and the maintenance of confidentiality of applicants and their information.
- d **HR Business Partner:** may be the Chair or a panel member and/or provide advice on all aspects of the process.

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3.7 Cancellation or Deferral of Advertised Position

The delegation to cancel or defer filling an advertised position is held by the relevant Director. The Chief Executive, Chief Financial Officer or Director Corporate Services also have the overriding authority to take such action.

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