

Recruitment, Selection and Appointment of Staff

First Produced:	05/08/09	Authorisation:	Te Kahui Manukura
Current Version:	01/10/12	Officer Responsible:	Director Human Resources
Past Revisions:	05/08/09		
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 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 Human Resources, 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 • Staff Profile for a Learning Organisation 	<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 Development • CPP208 Resolving Staff Performance or Conduct Issue • 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 	<p>Related Good Practice Guidelines (Infoweb)</p> <ul style="list-style-type: none"> • Recruitment, Selection and Appointment

All policies on the Ara InfoWeb are the current version. Please check date of this hard copy before proceeding.

2 Principles

- 2.1 Appointments will be made on the basis of choosing the best applicant for the position to be filled, with due consideration to overall institutional priorities.
- 2.2 Ara staff profile 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 Genuine effort will be made to advertise positions broadly enough to attract suitably qualified candidates from a variety of backgrounds.
- 2.5 All applicants will be treated respectfully, fairly and equitably, with due regard to the confidentiality of their information.
- 2.6 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 HR Delegations Schedule, Section 1 for the level at which approval is able to be given.
- b An ER1 Staffing Request Form must be completed (preferably electronically) and submitted to HR for processing.

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 is required for the continuation of an existing vacated position a review and update of the purpose of the position, its.
- b The current job description template available from the HR Division will be used in the process of creating the job description to ensure that all the relevant factors are considered.
- c 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.

All policies on the Ara InfoWeb are the current version. Please check date of this hard copy before proceeding.

- d Ara Staff Profile for a Learning Organisation will be a part of all job descriptions. Recruitment activity seeks as many of the qualities included in the profile as possible.
- e A change to an Ara job title or the establishment of a new job title within Ara must be approved by the Director Human Resources before it can become part of the job description.
- f HR 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 Advisor.

3.3 Recruitment and Selection Plan

NOTE: An HR Advisor 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 HR, will then:
 - Determine where it would be best to advertise - HR 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 Advisor;
 - Decide on selection tools (interview, experiential exercise, “in-basket” exercise, psychometric test/s, personality questionnaire, presentation) and provide information to allow the preliminary design of the tools. 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: HR Division 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.

3.4 Selection Activities

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

a Shortlisting

This will be completed within one week of the closing date. Communication with applicants (shortlisted and non-shortlisted) will be through HR.

All policies on the Ara InfoWeb are the current version. Please check date of this hard copy before proceeding.

b Exercise/s

HR will advise on exercises/s appropriate to the position to be filled. The exercise/s must 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 HR, 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 Advisor. HR 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 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 HR must be involved in the process and the development of the questions.

d Reference Checks

The Chair of the Panel advises HR 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. Either HR or a panel member may 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 with HR 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 Advisor 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 Advisor. Documentation and the Chair of the panel must be able to 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 advisor meet to confirm the Panel's preferred candidate. 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 Advisor will contact the preferred candidate and discuss the offer. No one outside of HR is to discuss the offer with the applicant unless they are specifically authorised to do so by the Director Human Resources.

All policies on the Ara InfoWeb are the current version. Please check date of this hard copy before proceeding.

- iii The offer is then put in writing and the applicant signs and returns it if she or he accepts. The content of offers must comply with current legislative and Ara requirements.
- iv HR 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 HR 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 HR of that outcome and feedback is offered.

b Other Appointments including Volunteers and Work Placements

Managers, in consultation with HR, 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 Advisor 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 Advisor:** may be the Chair or a panel member and/or provide advice on all aspects of the process.

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 Human Resources also have the overriding authority to take such action.

Further information or assistance

Management and staff may seek further advice regarding recruitment and selection from:

- their immediate supervisor
- the designated HR Advisor for their area
- Human Resources
- Infoweb.

All policies on the Ara InfoWeb are the current version. Please check date of this hard copy before proceeding.