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| --- | --- | --- | --- |
| **Purpose:** | Our recruitment and selection policy ensures that we attract and appoint people with the right skills, knowledge, behaviours and experience to meet the needs of the organisation. We also want to ensure the process is respectful of the applicant and transparent. | | |
| **Scope:** | This policy applies to potential employees, contractors and Trustees / Board Members *delete not applicable*. | | |
| **Principles:** | Respect the principles of confidentiality, equality, and transparency.  Interview and assess people on behavioural competence. | | |
| **Version:** | Template to adapt | **Date:** | Add date |
| **Approved by:** | Board | **Review Date:** | 12 Months |
| **Templates** | * Position Description * Independent Contractor Agreement * Applicant Reference Check * Application for Employment * New Employee Information Summary * New Employee Induction Checklist | | |
| **Legislation** |  | | |
| **Reference Documents** | * Policy and Procedure - Employment | | |

## Business Case

A business case ensures everyone is clear about why a role is needed and the outcomes that are expected to be achieved. The aim is to show the cost of the role is justified if the desired outcomes are achieved.

Key Outcomes

Key outcomes should be brief and measurable. The key outcomes ideally become the Key Performance Indicators (KPI) for the person that is recruited.

Here are some examples:

|  |  |  |
| --- | --- | --- |
| **Role** | **Key Outcome** | **Measure** |
| Project Manager | Projects delivered within budget  Good Health and Safety culture on Projects | Project cost with +/- 10%  Zero incidence observed of non-compliant behaviour |
| Administration | Timely meeting minutes distributed. | < 2 days after meetings. |
| Financial Administrator | Statutory obligations meet | Percent filed on time |

Position Description

A Position Description is an essential element of the recruitment and ongoing management of people.

It should contain:

⚫ Role Title

⚫ Work Location

⚫ Work Team

⚫ Person the Role reports to

⚫ Purpose of the Role

⚫ Key Responsibilities

⚫ Key Outcome / KPI

⚫ Skills, Knowledge and experience

⚫ Qualifications

Refer Position Description template and adapt to the role being recruited for.

## Approval

The approval process determines the following:

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| --- | --- |
| Should a role be recruited? | Yes or No |
| Is the Position description adequate? | Yes or No, adapt with changes |
| Who is on the interview panel ? | Two or three people, 1 person nominated to lead (Usually the person who the role reports to) |
| Any expenditure allocated | Dollar budget for advertising, recruitment commission or any other fees required to attract and select suitable candidates. Also salary or contract amount |

## Advertising the Role

Attracting the best possible candidate may be done using personal networks, website and social media advertising and or recruitment specialist.

*Be aware when using personal networks that someone being approached does not perceive they are being offered the role.*

## Interviews

A structured approach must be taken to interviews to ensure that all candidates are treated equally and consistently. This means that:

1. Questions are planned carefully before the interview to focus on the skills, knowledge, behaviours and experience required for the Position.

2. All candidates are asked the same questions (although it is anticipated that any follow-up questions may be different, depending on the candidates’ answers).

3. Answers are scored using a consistent rating system.

Behavioural questions focus on examples of previous behaviour the candidate has demonstrated, rather than hypothetical questions. For example a behavioural question would be:

*Give an example of a complex project you have managed?*

*Then use follow up questions;*

*What was the outcome? ...*

*What lessons did you learn?*

## Selection

The selection panel decided who is the preferred candidate based on interviews. If no candidate is suitable, then advise the candidates they have not been successful.

Verbal Offer

You may advise the candidate that they are the preferred candidate and that a written contract and offer will be forwarded if they are still interested. It is important to make sure the person understands the recruitment process and the verbal offer is subject to pre-employments checks and contract negotiation.

It is appropriate to complete any pre-employment checks at this stage. e.g. NZ residency, work visa, references and any qualifications required for the position should be verified by an independent third party.

## Contractor vs Employment Agreement

There are two types of relationships:

* Independent Contractors
* Employee Agreement

Use the standard Contract template. Any changes to the standard template terms should be reviewed by a lawyer. Two original contracts should be signed, one original is kept by each party.

For Employee Agreements use the Employment Agreement Builder (www.business.govt.nz ) for each new employee to ensure you are meeting legislative requirements.

Also refer resource “Business.govt – Visual Guide to Staff Types” to see which type of contract or agreements best fits the situation.

## Induction

The aim of an induction program is to help the new recruit feel welcomed and equipped with organisation knowledge to *“hit the ground running”.*

Work through the New Employee Induction Checklist prior to the employee starting and during the first weeks of employment. This will ensure that all areas of training are covered.

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| --- | --- |
| **Details** | **Source** |
| Contact details, next of kin, tax and bank details including :  IRD Number  IRD330(c) Tax Code Declaration (employees only)  Bank account number for payment  IRD KiwiSaver forms (employees only) | **New Employee / Contractor Information Summary**  **Tax Code Declaration**  <https://www.ird.govt.nz/income-tax/income-tax-for-individuals/tax-codes-and-tax-rates-for-individuals/tax-codes-for-individuals/complete-my-tax-code-declaration>  **KiwiSaver for Employers**  <https://www.ird.govt.nz/kiwisaver/kiwisaver-employers> |