Recruitment, Selection and Appointment of Colleagues

First Produced:	05/08/09	Authorisation:	Te Kāhui Manukura (TKM)
Current Version:	06/11/25		
Past Revisions:	12/09/2505/08/09, 01/10/12, 07/02/17, 02/04/20	Officer Responsible:	Director - People and Culture (P&C)
Review Cycle:			
Applies From:	3 years Immediately		

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

1 Introduction

1.1 Purpose

The purpose of this policy is to create a process for recruitment, selection and appointments that will result in the person best suited to a vacant position being appointed to that position, with particular regard to Ara Institute of Canterbury's (Ara) strategic priorities and its CPP204 Equal Employment Opportunity policy.

1.2 Scope and Application

The policy applies to appointments of tenured (permanent) colleagues and 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 colleagues at Ara.

b The Director – P&C, under formal delegation from the Chief Executive, has the authority to employ colleagues, in accordance with this policy.

Related Ara Procedures and Forms (Link provided where available)

- Ara Employment Agreements
- Mahi Tahi employment request and recruitment processes
- Police Vetting Procedures
- Capability Frameworks (Management, Business Support and Academic)
- CPP208a Staff Complaints about staff process flowchart
- CPP208b Staff complaint about students process flowchart

Related Ara Policies

- CPP109 Disclosing Personal Information about Students and Employees
- CPP203 Workload
- CPP204 Equal Employment Opportunities
- CPP208 Resolving Employee Performance or Conduct Issues
- CPP211 Code of Professional Practice
- CPP214 People and Culture Management
- CPP217 Professional/Capability Development
- CPP218 Induction

Related Legislation	Related Good Practice Guidelines (Waituhi)
• Privacy Act 2020 • Human Rights Act 1993 • Employment Relations Act 2000 • Education and Training Act 2020 • Vulnerable Children Act 2014	• Recruitment, Selection and Appointment

Notes

Management and colleagues may seek further advice regarding any of the information in this Policy from:

- Their immediate manager
- The designated P&C Business Partner for their area
- Employment Relations Lead
- Waituhi.

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 employee profile of Ara will reflect its partnership with Ngai Tahu and the wider Māori community.

2.3 Ara employee profile will reflect the diversity and needs of the learner population and the wider community.

2.4 No 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 colleagues 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 Colleagues

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 approval has been provided by the manager who holds the delegation to approve recruitment. Refer to the *CPP120b P&C Delegations Schedule*, for the level at which approval is required.

b A Mahi Tahi new job request must be completed online and submitted to P&C for processing.

c Where there is a requirement to recruit to a specific fixed term or casual position and it is appropriate, 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 competencies required to fulfil the role will be reviewed before a position is submitted for approval along with a business case if not in budget. The current job description template available from P&C 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.

b A person specification will be developed to both provide the selection criteria and information for the job evaluation of the position for remuneration purposes.

c The requirement to consent to a Police Vet check and where relevant a Children's Safety check will be notified on application forms and job descriptions.

d A change to an Ara job title or the establishment of a new job title within Ara must be approved by the Director - P&C before it can become part of the job description.

e P&C will determine the salary range for the position based on established job evaluation/job sizing 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 P&C Business Partner.

3.3 Recruitment and Selection Plan

NOTE: A P&C 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&C, and keeping in mind a bi-cultural, diversity, and inclusion approach will then –

i Determine where it would be best to advertise – P&C is aware of market requirements and costs and will provide specific information.

ii Decide whether additional background information needs to be provided to job applicants (e.g., specific data about Ara).

iii 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?)

iv A shortlist should endeavour to be a maximum of five candidates (there is no minimum). 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 P&C Business Partner.

v Decide on selection tools (pre interview online video 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. If exercises or presentations are required by candidates, allow for extra time in the recruitment process to provide time for the candidate to prepare before an interview.

vi Liaise with your P&C Business Partner to decide on the timeframes and a budget for the recruitment, selection, and appointment process.

vii P&C 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.

viii With your P&C Business Partner, 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 online profile and application, providing their curriculum vitae through Ara's careers website, which links into Mahi Tahi (Ara's recruitment system). Applicants will be given as much notice as possible about the selection timeframe and information about the process.

a **Shortlisting**

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

b **Exercise/s**

i P&C can 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.

c **Interviews**

i Ara uses behavioural competency interviewing, which has a higher level of validity as a selection tool than other forms of interview.

ii The Chair, in conjunction with other panel members and P&C, prepare questions that will provide high quality information regarding the applicant's suitability as well as demonstrating the applicant's communication style.

iii There are standard areas for questioning which will be explained by the P&C Business Partner. P&C has a repository of questions available to panels. Interview notes must be kept in sufficient detail to enable comparison of applicants' responses.

iv 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.

v A second interview may on occasion 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&C must be involved in the process and the development of the questions.

d **Reference Checks**

i The Chair of the Panel advises P&C of the preferred candidate and a process for reference checking is agreed.

ii Mahi Tahi has reference checking questions built into the system which can be completed, or a reference check form of questions can manually be completed and uploaded to the system.

iii The Chair of the Panel must request that P&C make the reference check

iv 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&C as references are evaluative material and there are Privacy Act considerations regarding disclosure to applicants.

e **Feedback**

i While non-shortlisted candidates are not offered feedback, the Chair and shortlisting documentation where possible should be able to provide sufficient information for the P&C Business Partner and/or Coordinator to field appropriate requests for information about the specific selection process.

ii 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 either the Chair or the P&C Business Partner/Coordinator. Documentation and the Chair of the panel must be able to provide P&C 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 P&C Business Partner meet to confirm the panel's preferred candidate. The P&C 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 P&C Business Partner will complete the recommended offer for the preferred candidate in Mahi Tahi. If salary is out of the range originally approved or above the job evaluation salary level, then this will need to be discussed and approved by the Executive Director, Operations.

ii The P&C Business Partner will contact the preferred candidate and discuss the offer. No one outside of P&C is to discuss the offer with the applicant unless they are specifically authorised to do so by the Director - P&C.

iii P&C will then produce the offer and employment agreement in writing and send this to Director - P&C for final approval through Mahi Tahi. The offer is then sent to the candidate through Mahi Tahi for their review and signed written acceptance. The content of offers must comply with current legislative and Ara requirements.

iv P&C 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&C 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 a signed 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&C of the outcome and feedback is offered.

b **Other Appointments including Volunteers and Work Placements**

Managers, in consultation with P&C, 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 P&C 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 **P&C Business Partner:** May be the Chair or a panel member and/or provide advice on all aspects of the process.

e **P&C Coordinator:** May be involved in drafting documents relevant for the recruitment and selection process (e.g., job descriptions, advertisements, interview guides), will be involved in coordinating the recruitment process, and may be involved in selection panels and/or exercises.

3.7 Cancellation or Deferral of Advertised Position

The delegation to cancel or defer filling an advertised position is held by the relevant Head of Department or Director in discussion with the P&C Business Partner.