

## STAFF APPOINTMENTS – AMENDED 20.10.2011

<b>Section</b>	Human Resources		
<b>Approval Date</b>	29.06.09	<b>Approved by</b>	Senior Management Team
<b>Next Review</b>	May 2012	<b>Responsibility</b>	Human Resources Team Leader
<b>Key Evaluation Question</b>	6	<b>ITPNZ Quality Standard</b>	4

### PURPOSE

To ensure that NMIT employs the best possible staff for roles available.

### SCOPE

The procedure applies to the appointment of all staff, with the exception of the Chief Executive. The procedure does not apply to staff engaged through an agency as “temps”.

### PRINCIPLES

Decisions relating to the appointment of staff at NMIT are to be based on the following principles:

- Equal Employment Opportunities (EEO) and appointment on merit.
- Refer to *Equal Employment Opportunities*.
- NMIT will honour its commitment to the principles of the Treaty of Waitangi in relation to the appointment of staff.
- Refer to *Treaty of Waitangi Policy*.
- All legislative and contractual requirements relating to the recruitment and selection of staff will be adhered to.
- Applications for appointments will be treated confidentially by all those involved in the appointment process.

### RESPONSIBILITIES

#### CHIEF EXECUTIVE (CE)

- The CE is the employer of all staff.
- Appointment of staff requires approval from the CE or by those with formal delegated authority from the CE.

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## SENIOR MANAGEMENT TEAM

Each Director or Group Manager to evaluate the need for the role against the Programme Area / team's strategic and business plans and budget before initiating the appointment procedure.

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## HUMAN RESOURCE TEAM LEADER (HRTL)

- Assist managers to produce job descriptions, person specifications, interview questions and skill assessments as required.
- Provide staff with training and development in recruitment and selection.
- Monitor, evaluate and report on the staff appointment process to the Directorate.
- Review all related forms (see appendix three) at least as often as the policy and ensure any changes are ratified by the Senior Management Team.

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## TE TUMU O TE MĀTAURANGA MĀORI (DIRECTOR OF MĀORI EDUCATION )OR MĀORI REPRESENTATIVE:

- Participate on panels for the appointment of managers and roles in specialist areas that require a Maori presence.

## DEFINITIONS

<b>Senior Management Team</b>	The Chief Executive and Directors and Group Managers
<b>Manager</b>	A Senior Management Team member, Programme Area Leader , Manager or Team Leader.
<b>Temp</b>	A person engaged to fill a temporary position. Temps are normally employed through an employment agency. NMIT is responsible for the induction of temps and to ensure normal health and safety standards apply.
<b>Full time</b>	An appointment for the normal hours of work as specified in the relevant employment agreement.
<b>Part time</b>	Positions paid on an hourly basis where the weekly hours of work are less than full time.
<b>Proportional</b>	A permanent appointment where the normal hours worked are a specified fraction of fulltime.

<b>Permanent</b>	An appointment with no end date. Can be full time or part time.
<b>Fixed Term</b>	Refers to a position which has an identified end date and a specific reason for the end date.
<b>Staff</b>	A person employed by NMIT either as a permanent or fixed term employee and paid by salary or wages through payroll. Staff will be classified as Allied or Tutorial as determined by HR. ASM (academic staff member) is an equivalent term, traditionally used in employment contracts, for Tutorial staff.
<b>Contractor</b>	A company, partnership or individual that agrees to provide supplies or services in accordance with a valid and legal contract for services (CFS).
<b>Casual</b>	<p>Appointment where the weekly hours of work vary according to the requirements of NMIT.</p> <p>Casual staff members:</p> <p>come to work only when contacted and arrangements are made to come in at a specific time.</p> <p>are not obliged to work over a particular period if they don't want to.</p> <p>are paid holiday pay with their fortnightly pay.</p> <p>cannot be scheduled or rostered.</p>
<b>Critical Factors</b>	Skills, attributes and knowledge required for the position.
<b>Person Specification</b>	Describes the personal skills, attributes and knowledge required (critical factors) and desired of the successful applicant.
<b>Job Description</b>	Describes the role to be filled. Includes objectives, responsibilities, relationships, authorities and position within the reporting structure of NMIT.

## PROCEDURE

The procedure for appointing staff at NMIT is provided in the following table which should be used as a checklist as each step is completed.

STAFF APPOINTMENT PROCEDURE

Position: \_\_\_\_\_

Manager: \_\_\_\_\_

STAGE ONE – Position Approval & Assessment				
STEP	RESPONS-IBILITY	LIAISON / ADVICE	COMMENTS	✓ (Initial & date)
<b>Appointment Approval</b>				
Confirm the need for the appointment or contract (applies to all staffing, whether employee or contractor) Complete <b><u>Business Case</u></b> form and forward directly to HR for consideration.	Senior Management Team Member	CE / HR	For <u>tutorial</u> staff complete <i>Workload Spreadsheet</i> form (request from HR)	
Business case approved or not by the CE.	DT	HR	CE's office sends Business Case back to originating manager	
If the Business Case is approved proceed to step 4.	Manager	HR	For contractors complete a <b><u>Contract for Services Request</u></b> form	
<b>Position Assessment</b>				
Obtain a copy of the appropriate pro-forma <u>job description</u> (JD) from HR Amend or write JD for the position	Manager & HR	HR		
Obtain a copy of the appropriate <u>person specification</u> from HR Amend or write person specification for the position and identify <u>critical factors</u>	Manager & HR	HR		
Determine job size and salary range for allied roles	HR	Manager	Refer to TIASA and ASTE salary scales in: <i>Public Folders / Human Resources</i>	
For new positions consider workspace and resources required	Manager	HR / Facilities		

## STAGE TWO – Recruitment Process

STEP	RESPONS-IBILITY	LIAISON / ADVICE	COMMENTS	✓ (Initial & date)
<b>Advertise Position</b>				
Complete <a href="#">Advertising a Staff Vacancy</a> form	Manager	HR	Refer to <b>Appendix Two:</b> <a href="#">Advertising Guidelines</a>	
Select Panel Convenor and composition of panel	Director	HR	Refer to <b>Appendix One:</b> <a href="#">Panel Composition and Roles</a>	
Advertise the vacancy	HR	Panel Convenor		
<b>Plan Interview</b>				
1. Determine the following: <ul style="list-style-type: none"> <li>• Interview timetable</li> <li>• Interview format</li> <li>• Interview questions</li> <li>• If skill assessments are required</li> </ul>	Panel Convenor	HR / Manager	Refer to sample interview questions available in: <i>Public Folders / Human Resources</i> . Select and modify interview questions according to person specification	
<b>Enquiries / Applications</b>				
2. Create information packs	HR			
3. Send out information pack within 24hrs of request	HR			
4. Process Applications	HR			
5. Send letter to applicants confirming that completed applications have been received	HR			
6. Send out applications and short listing summary pack to Panel Convenor	HR			

## STAGE THREE – Selection Process

STEP	RESPONS-IBILITY	LIAISON / ADVICE	COMMENTS	✓ (Initial & date)
<b>Shortlist</b>				
7. Short list applicants	Panel	HR	Refer to <u>Person Specification</u>	
8. Provide short list and confirm 2 suitable interview dates with HR	Panel Convenor	HR / Panel		
9. Send letter to applicants not short listed	HR			
<b>Interview / Verification</b>				
10. Arrange interviews	HR		Refer to <a href="#">Step 11</a>	
11. Send copies of short listed applications, person specification and interview timetable to panel members	HR			
12. Interview and assess skills of short listed applicants	Panel	HR		
13. Select preferred applicant	Panel	HR		
14. If <u>no</u> suitable applicant is found inform HR to review the job description, advertising and re-start procedure from <a href="#">step 10</a>	Panel Convenor			
15. If a preferred applicant is selected, contact 3 referees	Panel Convenor	HR	Refer to sample referee questions in: <i>Public Folders / Human Resources</i>	
16. Arrange second meeting with preferred applicant either in person or by phone with the staff members, as appropriate. Encourage discussion of the pros and cons of the job and applicants attributes	Manager	HR	This provides an opportunity for the preferred applicant to confirm that they wish to proceed	
17. Complete <a href="#">Staff Appointment Recommendation</a> form For academic staff members complete <a href="#">Academic Remuneration Assessment</a> form If endorsed by a Director and approved by the Chief Executive proceed to <a href="#">Step 28</a>	Panel Convenor	HR	For contractors the <a href="#">Contract for Services Request</a> form needed to be approved by the CE at <a href="#">Step 3</a>	

Offer				
18.	Offer job to preferred applicant Explain probation period and probation requirements Complete a <a href="#">Letter of Appointment Request</a> form	Panel Convenor		
19.	Ring unsuccessful applicants & notify HR once applicant has accepted verbally Advise manager to proceed with <a href="#">steps 35-39</a>	Panel Convenor	HR	
20.	Send letters to unsuccessful applicants	HR		
21.	Send offer letter to preferred applicant	HR		
22.	Receive signed letter accepting the job  If offer is not accepted, re-start procedure	HR		<b>NOTE:</b> A signed letter is critical before start date, for new staff members to obtain log-in details
23.	Set up employee log-in details	HR		
24.	Set up personnel file	HR		

## STAGE FOUR – Induction

STEP	RESPONS-IBILITY	LIAISON / ADVICE	COMMENTS	✓ (Initial & date)
<b>Resources</b>				
25. Ensure equipment (office space, desk, computer, telephone and extension) is organised before employee starts	Manager			
26. Identify safety equipment required	Manager			
<b>Induction</b>				
27. Initiate ASM Probation Forms, or document probation requirements for non-tutorial staff	Manager		Refer: <i>Academic Probation</i> For non-tutorial staff, 1 month probation applies	
28. Complete <a href="#">Induction Checklist</a>	Manager			
29. Ensure employee attends a Staff Orientation	Manager			
30. Provide final copy of this checklist to HR	Manager			

## REFERENCES

### INTERNAL

TEU Collective Employment Agreement  
TIASA Collective Employment Agreement  
Academic Statute  
Staff Charter  
Equal Employment Opportunities  
Te Tiriti o Waitangi Policy  
Academic Probation

## APPENDICES

Appendix One: [Panel Composition and Roles](#)  
Appendix Two: [Advertising Guidelines](#)  
Appendix Three: Human Resource Forms  
(Refer to Human Resources Intranet site  
Form A: [Business Case](#)  
Form B: [Contract for Services Request](#)  
Form C: [Advertising a Staff Vacancy](#)  
Form D: [Staff Appointment Recommendation](#)  
Form E: [Academic Remuneration Assessment](#)  
Form F: [Letter of Appointment Request](#)  
Form G: [Induction Checklist](#)

## PANEL COMPOSITION AND ROLES

### PANEL COMPOSITION

- The interview panel will normally consist of between two and five members.
- Senior Management Team member or delegate to be appointed as the panel convenor.
- For Senior Management positions the panel will include the CE, a Senior Management representative and the Te Tumu o te Mātauranga Māori or Māori representative
- For the appointment of other managers, the panel will include the appropriate Senior Management Team member or delegate and the Te Tumu o te Mātauranga Māori or Māori representative.
- For non-management positions the panel should include:
  - The appropriate manager and
  - A staff representative, or a subject expert relevant to the position.

### ROLES

#### MANAGER

- Ensure all interview panel members are trained for the role.

#### PANEL CONVENOR

- Ensure the process is objective and the assessment provides for the best candidate for NMIT.
- Ensure the panel members understand their role in the process and ensuring the critical factors and the need to apply the same selection criteria to all the applicants is achieved.
- Ascertain whether HR need to be on the panel, based on the experience of the panel members selected.
- Responsible for ensuring that the recruitment and selection is conducted as an evidence – based process and to ensure that the selection process is followed.
- Contact referees to verify references.

#### PANEL MEMBERS

- Objective assessment of the best candidate for NMIT.
- Understand the critical factors and the need to apply the same selection criteria to all applicants.

#### TE TUMU O TE MĀTAURANGA MĀORI OR MĀORI REPRESENTATIVE

- Participate on panels for the appointment of managers and roles in specialist areas that require a Maori presence.

#### HUMAN RESOURCE (HR)

The panel convenor may request an HR representative to join the interview panel, for example if the panel is largely untrained.

## ADVERTISING GUIDELINES

All positions shall be advertised, except in the following circumstances:

- positions requiring highly specialised expertise and where a Senior Manager certifies that a search has been conducted and the nominated individual is the best person for the job; or
- Where the Senior Management Team certifies that the work is required for a specific limited purpose of up to 6 months duration and less than 0.3 proportion.
- In other extenuating circumstances positions may be filled without advertising on approval by the Chief Executive in consultation with the Human Resources Team Leader.
- The Chief Executive may re-deploy existing staff into vacant positions.

To provide supportive staffing for future requirements expressions of interest may be sought through advertising. However, the full staff appointment procedure must be completed following any expressions of interest that may have been received.

Positions will be advertised on appropriate sites, including the print media and web sites, which are most likely to maximise the field of capable, suitably qualified applicants. Costs will rest with the central fund.