

Date: February 2013

### TOPIC: 5.14 Staff Recruitment and Selection

#### Rationale

The College requires a balanced, diverse staff with a range of experiences and backgrounds to provide role models for all areas to develop the 'all-round student.'

#### Purpose

To locate, recruit, develop and retain the highest quality staff who will support the College values and goals

#### Guidelines

##### 1. Background

- 1.1 Procedures will be clearly defined, transparent, easily understood and accessed
- 1.2 Applicants will be processed with due regard for equitable human rights and NZ Employment Legislation
- 1.3 All applicants will be acknowledged and confidentiality will be maintained
- 1.4 All positions will be appointed following an interview process
- 1.5 In accordance with the statutory requirement for teachers employed at the school, all teaching staff must be registered through the New Zealand Teachers Council and hold a current registration certificate
- 1.6 All other employees are required to undertake a police check through the Police Vetting process
- 1.7 Where there are concerns about the results of the police check, the Director of Human Resources will make a recommendation to the Headmaster who will make the final decision about the candidate's suitability

##### 2. Recruitment

- 2.1 Prior to the recruitment and selection process commencing, the Approval to Employ form must be completed by the recruiting manager and authorised by the appropriate member of the Senior Leadership Team. This applies to every role including part-time and temporary employees.
- 2.2 All new or replacement positions will be advertised internally as a minimum except in special circumstances and at the Headmaster's discretion when it is desirable and appropriate to make an internal appointment and only one staff member has the required skill set and/or experience.
- 2.3 All new or replacement permanent and long term positions will normally be advertised through appropriate media to maximise the field of capable and qualified applicants.
- 2.4 Where deemed necessary, outside agencies will be employed to assist with the process.
- 2.5 Information packs will be available on the College website.
- 2.6 All external applicants will be required to submit a College Application form, CV and letter of application that addresses the criteria of the position.
- 2.7 Internal applicants will be required to submit an expression of interest that addresses the criteria of the position.
- 2.8 If there is an awareness of potential 'talent' that has not submitted an application, the Director of Human Resources or external agency will make direct contact with the people concerned to suggest they may like to consider candidature for the position.

##### 3. Short Listing

- 3.1 The Director of Human Resources, in consultation with the Head of the interview panel, will rate applicants against the agreed job criteria and recommend an agreed number of applicants to be interviewed.

##### 4. Interview Panels

- 4.1 Will be approved by the Headmaster
- 4.2 Will normally be chaired by the Director of Human Resources or another member of the Senior Leadership Team
- 4.3 Will include the Department Manager or their nominee
- 4.4 Will consist of members that reflect the diversity of the staff
- 4.5 For management positions, will normally include at least one other person who will be a reportee to the successful applicant
- 4.6 Any panel member who may have an actual or potential conflict of interest which may affect their objectivity in the selection process should declare this to the panel Chair who will decide the appropriate course of action, in consultation with the Headmaster if required.
- 4.7 All members will be aware of their obligations to make a selection based on merit and free of bias or discrimination.

##### 5. Interview Process

- 5.1 Interviews will consist of a standard set of questions relating to the qualifications, knowledge, skills, attitudes and experience required for a specific position.
- 5.2 Interview questions will be of various forms (e.g. open ended, behavioural, and scenario).
- 5.3 The applicants may be asked to prepare a presentation related to the job or undertake an in-tray exercise.
- 5.4 Input from other relevant community members may be sought formally or informally, e.g. tour of school prior to interview.
- 5.5 Where appropriate, short-listed candidates will undertake psychometric profiling.

6. **Choosing Preferred Candidates**
  - 6.1 The interview panel will rate candidates based on agreed criteria (with criteria given different weightings if applicable).
  - 6.2 If all other things are equal, diversity and balance of the staff will be considered.
  - 6.3 The head of the interview panel will forward the panel's recommendation and a summary of reasons to the Headmaster.
  - 6.4 If the panel has difficulty in deciding between two candidates, both names should be forwarded to the Headmaster.
  - 6.5 The Headmaster will meet with the recommended candidate(s) and will make the final decision on the appointment of the successful candidate.
7. **Reference Checks**
  - 7.1 Structured reference checking will be done for all candidates that the interview panel recommends as suitable for appointment.
  - 7.2 Reference checks can only be conducted with the candidate's stated referees.
  - 7.3 Should the interview panel wish to obtain references from other sources, permission must be obtained from the candidate.
  - 7.4 The Director of Human Resources will usually conduct the reference checks.
  - 7.5 The format of the reference check may include:
    - generic structured questions
    - questions addressing the key selection criteria
    - questions addressing concerns raised during the interview
    - questions designed to obtain further information from managers, colleagues and clients
    - written references with comments on key selection criteria
  - 7.6 Contact with Headmasters or Principals acting as referees will normally be done by the Headmaster.
  - 7.7 Where possible, when using external agencies to assist with the recruitment process, at least one reference check should be conducted by the Director of Human Resources.
  - 7.8 With the permission of the candidate, the Headmaster will, as a courtesy, contact the Heads of any ISNZ schools prior to making an offer to a current member of that school.
8. **Temporary and Short-term Replacements**
  - 8.1 When replacing a staff member who is on short term leave (e.g. extended sick leave, Headmaster approved discretionary leave, short-term promotion etc) the selection of the replacement will be decided by the Headmaster or Director of Human Resources and will be based on:
    - the suitability and experience of the staff member
    - an efficient process
    - the need for minimal disruption to the core business of the College
9. **Administration**
  - 9.1 The Director of Human Resources is responsible for:
    - acknowledging the receipt of all applications
    - providing a synopsis of all applications based on the relevant criteria
    - organising the interview times in conjunction with the head of the interview panel.
    - advising all unsuccessful candidates
    - providing feedback to the unsuccessful interviewed candidates
    - with the permission of the candidate, maintaining a file of the information of any of the unsuccessful candidates who may be suitable for future employment
    - maintaining the statistics relating to the number and gender of applicants and people interviewed for each position
    - preparing the letter of appointment and Employment Agreement for the successful candidate
    - destroying or returning any personal information which is no longer required for potential employment
10. **Career Development**
  - 10.1 To provide staff with career development opportunities and to maximise the skills and experience of existing staff, most positions will be advertised internally as a minimum.
  - 10.2 Positions that are best filled by current staff (e.g. Housemasters, House Tutors) will initially only be advertised internally.
  - 10.3 Applicants for advertised promotional positions will be required to submit an 'expression of interest' to the Director of Human Resources.
  - 10.4 All unsuccessful internal applicants interviewed for promotional positions will meet with the Director of Human Resources to discuss a professional development plan which addresses the growth areas identified in the selection process.