



8 OCT 2018



Dear 

On 15 September 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *MSD's definition of "best suited to the position"*
- *When and how is "best suited to the position" decided?*
- *MSD's internal rules relating to the entire "recruitment process" (includes and not limited to shortlisting candidates, interviewing procedure, selection criteria)*

Please find attached the following pages from the Ministry's intranet which outline the recruitment process and provide guidance to selection panels on screening and assessing candidates:

- *Recruitment Policy*
- *Screening and Assessing Candidates*
- *Guide to Shortlisting*
- *Recruitment Process Overview*
- *Recruitment Road Map*
- *Interview Guide*
- *Shortlisting template*

For the purposes of recruiting Ministry staff, 'best suited to the position' is defined as the person whose application most closely meets the requirements and key accountabilities for the role. This is made up of skills, experience, qualifications, motivation, competencies and behaviours.

As outlined in the attached documents, decisions about progressing applications are made by a selection panel at a number of stages throughout the selection process, including shortlisting, panel interviews, referee checking, and vetting.

The information provided by candidates in their CV, covering letter and panel interview is used by the selection panel to determine how closely a candidate has been able to present a match to the key accountabilities of the role. These Key Accountabilities form the foundation of the selection process. The selection panel use these as the basis for decisions at all stages of the selection process.

Please note, the attached interview guide contains sample questions. The questions asked in an interview may differ dependent on the requirements of the role being recruited for.

The principles and purposes of the Official Information Act 1982 under which you made your request are:


- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response regarding the Ministry's recruitment process, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours Sincerely



Stephen Crombie
Deputy Chief Executive, Corporate Solutions

Home » Resources & Tools » Helping Staff » Policies and Standards » HR policies » **Recruitment Policy**

Recruitment Policy

This pages outlines the Ministry of Social Development's recruitment policy.

On this Page:

Statement of purpose

The Ministry of Social Development (Ministry) is committed to recruiting people with the skills and qualities necessary to carry out their roles effectively, efficiently and in keeping with the Ministry's values.

The Recruitment Policy and procedures are intended to assist people within the Ministry who are responsible for recruitment to make fair and objective selection decisions that support the Ministry in achieving its vision and goals.

Background

Recruitment is a key part of the Ministry's Human Resources function and forms an integral part of its policies and procedures.

The Recruitment Policy applies to the appointment of permanent, temporary (fixed term), secondments and casual staff to positions in the Ministry.

This policy is to be read in conjunction with the process guidelines and should be followed irrespective of who is managing the recruitment process.

Guiding principles

Effective recruitment is one way that the Ministry builds its people capability. Our Recruitment Policy and procedures are supported by the following principles:

selection on merit

open, honest and transparent processes

valuing diversity

privacy for the individual

In practice, these principles mean:

Appointing on merit - the person best suited to the job is appointed to the position (s60 State Sector Act 1988).

Applicants are given sufficient information to allow clear and accurate understanding of the role.

Recruitment and selection processes are open, consistent, and fair. Selection decisions are merit-based and do not discriminate (either directly or indirectly) or appear to discriminate (s21 Human Rights Act 1993).

Recruitment and selection processes are professional and objective, with selection based on relevant, specific selection criteria. All processes and recommendations are documented.

The Ministry values diversity and works to build a people profile that reflects its communities and clients.

The privacy of all people who express interest in a vacancy is protected.

Ministry staff are encouraged to apply and be considered for positions within the organisation thus supporting retention and career development strategies.

Ministry staff can seek a review of an appointment (s65 State Sector Act 1988) and there are clear procedures available to support this.

Diversity and legislation

The Policy and guidelines comply with relevant legislation including the Human Rights Act 1993, the Privacy Act 1993, the Employment Relations Act 2000 and our obligations under the State Sector Act 1988.

Definitions

Hiring manager

The manager responsible for the vacant position. This will usually be the manager to whom the appointee will report.

Approving manager

The manager two levels above the vacant position, i.e. the person the hiring manager reports to. (Note: A General Manager can approve the recruitment of a level three manager)

Substantive position

A staff member's permanent position within the Ministry.

Substantive appointee

A staff member who holds a position on a permanent basis.

Backfilling

Using an acting or temporary appointment, or a secondment, to fill a position while the substantive appointee is acting in another role, away on a secondment or is on long term leave.

Initiating a recruitment process

Before recruiting for a new or existing position, the hiring manager must determine the most efficient way to manage the work and to determine whether a genuine vacancy exists over the longer term.

Permanent appointments are only made to genuine vacancies after considering:

- the position's current and future workload
- its fit within the unit or group
- the Ministry's strategic direction and
- any budgetary constraints

The hiring manager may decide to:

- make a permanent appointment
- make a temporary (fixed term) appointment
- use an acting appointment
- use a secondment or
- use a contractor or consultant

The hiring manager must discuss the case for recruitment with the approving manager and gain his/her approval before proceeding.

Approval to recruit - Oranga Tamariki only

Prior to recruiting for any position within Child, Youth and Family (permanent, fixed-term, secondment, casual) you must gain panel approval. This includes gaining approval for any acting-up arrangements. The panel consists of GM Operations, GM Residential and High Needs Services, the Director Finance - Oranga Tamariki and the Director HR - Oranga Tamariki.

To facilitate this, complete the Recruit Request Form, gain necessary approvals as per Recruitment Approval Comms and email to askhr@msd.govt.nz [mailto:askhr@msd.govt.nz] if based at National Office, or to your Oranga Tamariki Recruitment Administrator if based Regionally.

[Request to Recruit form - Oranga Tamariki \(Word 45.5KB\)](http://doogle/documents/resources/helping-staff/forms-templates/hr/recruiting-staff/request-to-recruit-cvf.doc) [http://doogle/documents/resources/helping-staff/forms-templates/hr/recruiting-staff/request-to-recruit-cvf.doc]

[Recruitment Approval Comms \(PDF 178.69KB\)](http://doogle/documents/resources/helping-staff/forms-templates/hr/recruiting-staff/recruitment-approval-comms.pdf) [http://doogle/documents/resources/helping-staff/forms-templates/hr/recruiting-staff/recruitment-approval-comms.pdf]

Permanent appointments

Where a new position is being established the hiring manager must refer to the Ministry's Guidelines for Establishing a Position.

Vacancies that arise out of formal organisational change processes or other restructuring (e.g. within a team, unit or group) may be subject to specific processes developed to manage that change. It is common practice to delay making a permanent appointment until the change process is completed.

Hiring managers must contact their Human Resources Consultant for further information in these cases.

Establish a New Position [<http://doogle/resources/helping-staff/procedures-manuals/hr/establish-and-reevaluate-a-position.html>]

Temporary (fixed term) positions

Temporary (fixed term) appointments can be used for defined tasks or projects that have a fixed term or limited period – usually no more than six months duration. Temporary appointments are used to employ people with a particular set of skills or expertise that will only be required for a defined period.

The hiring manager must have genuine reasons for specifying that employment is temporary and will end on a specified date, or following a specified event, or at the end of a specified project.

If a temporary position is to be for a period of six months or more, this recruitment policy and the guidelines apply in full.

The approving manager has the discretion to waive certain recruitment procedures in cases where it is considered that following the full process will not add substantial value. In these cases the approving manager should discuss this with their Human Resources Consultant and document their reasons for not following policy. Note that the parts of the process that cannot be waived are outlined in the recruitment procedures.

If a temporary (fixed term) position is subsequently converted to a permanent position, it must be treated as a new vacancy with the full recruitment policy and procedures being followed.

Human Resources [<http://global1.ssi.govt.nz:81/cgi-bin/office.pl?departmentnumber=9002&context=MSD>]

Acting Appointments

An acting appointment can be a useful way to fill a role while decisions are made about the future direction of the position and its place in the unit or group. An acting appointment may also be used to backfill a position when the substantive appointee is away on secondment, parental leave, study leave or extended sick leave.

An acting appointment is usually for a specific period. The acting appointee holds the delegations of the position for the duration.

Any allowances to be paid to the acting appointee must be agreed in writing with the approving manager before the appointee begins in the acting role. Further information about acting appointments (and allowances) is included in the Ministry's Secondments Policy and the relevant procedures on doogle.

Secondments

Secondments provide useful opportunities for staff to broaden their work experiences and grow their careers, and for the Ministry to undertake its functions flexibly and effectively. Secondments may be made within the Ministry or between the Ministry and other organisations. At the end of a secondment the secondee returns to his/her substantive position which has been held open for the duration of the secondment but may have been backfilled.

Refer to the Ministry's Secondments Policy and the relevant procedures on doogle for further information about secondments.

Secondment policy [<http://doogle/resources/helping-staff/policies-standards/hr/secondment-policy.html>]

Advertising positions

The Ministry requires that every vacancy (permanent, temporary, casual, contract or fixed term) that is over six months in duration is advertised internally. Wherever possible the Ministry encourages all vacancies (including short term ones) to be advertised more widely to build capability within the Ministry and across the Public Service.

The only exceptions to this policy may be for some secondment positions, acting positions and temporary positions of less than six months' duration, and in situations where recent advertising for an identical position has not identified any suitable applicants internally or externally.

Any decision not to advertise internally or externally should be discussed with your Recruitment Partner, documented and approval obtained from the approving manager.

Please refer to the Ministry's Guidelines for Advertising section on Doogle.

The selection process

The selection process for all permanent positions in the Ministry includes the following components as a minimum requirement:

- shortlisting criteria
- structured short-listing process to identify applicants for interview
- structured interview(s) and
- structured reference and other relevant pre-employment checks

Use of a recruitment agency

Although most recruitment at MSD is managed either through the Recruitment Services team or by hiring managers based in the regional offices, there may be occasions where it is beneficial or necessary to engage a recruitment agency to manage a recruitment assignment. For example:

It is a senior management or key position where a search process is required

There is a shortage of applicants with the required skills and experience in the external market and it is necessary to tap into an agency's pool of applicants and/or resources

There is a 'bulk' recruitment assignment that requires the assistance of external resources to handle the recruitment and selection process

It is known that suitable applicants for a position are more likely to apply through a recruitment agency than respond directly to an advertisement placed by the Ministry

The Manager does not have the time or resources to manage the recruitment effectively him/herself and other staff are unavailable

In Auckland, Wellington and Christchurch hiring managers are required to comply with the All of Government Recruitment Agreement (April 2013).

This means that when managers in these regions use external recruitment agencies they are required to choose from the 42 Providers listed below.

In scope of the Agreement:

External recruitment in Auckland, Wellington and Christchurch

Common administration, common corporate and common IT positions (positions outside these categories eg: Social Worker, are not part of the Agreement)

Permanent, fixed term, contract and temporary employment

Further information about Provider fees and any other questions about the Agreement can be directed to Sam Dawson, Manager Recruitment Services, x47945 or by email.

Managers outside of Auckland, Wellington and Christchurch can choose any recruitment agency they feel can meet their needs.

All hiring managers must prepare a case and gain approval from the relevant General Manager or Regional Commissioner prior to entering into discussions with an agency.

[AOG Contract for Recruitment Services - Matrix of Providers by Service \(Word 31.36KB\)](#)

<http://doogle/documents/resources/helping-staff/forms-templates/hr/aog-matrix-of-providers.docx>

Variations to standard offer terms and conditions

On rare occasions there may be reason to consider a non-standard individual employment agreement or a variation to standard offer terms and conditions of employment.

Approval for any non-standard provisions can only be given by the General Manager, Human Resources and must be discussed and approved at this level before it is discussed with the prospective staff member.

Commencing in the position

The successful applicant will not normally start work until the offer of appointment is accepted (by signing the letter of offer) and relevant checks have been completed.

In some instances the successful applicant may start work before all the checks have been completed. In these circumstances the appointment remains provisional until all checks have been completed and cleared, including

the Department for Courts Criminal Convictions Check, Bankruptcy checks through the NZ Insolvency and Trustee Services website and Baytrace checks for known aliases, as well as the Full Benefit Declaration checks.

Recruitment documentation

Each recruitment process must be well documented to provide a record that may be used in any review and / or complaints process, or if subsequent questions arise about the appointment.

Key documents generated by the recruitment panel during the recruitment process e.g. Memo of Decision to Appoint, are to be held on the Manager's file until two conditions are met:

The review of appointment period has passed and any reviews have been completed. This refers to the 10 day period within which Ministry staff may seek a review of an appointment.

A minimum of twelve months has passed since the recruitment process commenced or a complaint made about the process under the Human Rights Act is brought to resolution, whichever is the longer.

The regional hiring manager is responsible for collating and filing the documentation and holding it in a secure place. Once the above conditions have been met, the documentation may be destroyed. For National Office hiring managers, the Recruitment Partner will collate all the relevant documentation.

In addition to keeping on file documentation on the recruitment process, documentation about the successful candidate will need to be held permanently on that staff member's personal file e.g. their application form. Requirements on what documents must be held for the successful candidate is outlined in the Recruitment Procedures.

Review of an Appointment

Ministry staff have 10 working days to seek a review of an appointment other than acting appointments and secondments. The appointment remains provisional during this time and until any reviews have been completed.

The review process is intended to provide an effective way of addressing a staff member's concern about any aspect of an appointment. An independent reviewer(s) gathers information from all parties and considers whether the correct procedure was followed and the person best suited for the role appointed. (The process has been approved in accordance with section 65 of the State Sector Act 1988.)

Review of appointment process <http://doogle/resources/helping-staff/procedures-manuals/hr/review-appointments.html>
[\[http://doogle/resources/helping-staff/procedures-manuals/hr/review-appointments.html\]](http://doogle/resources/helping-staff/procedures-manuals/hr/review-appointments.html)

Content owner: Human Resources / Last updated: 29 March 2017

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Screening and Assessing Candidates

Before you start the selection process it is important to clarify the key criteria you will be using to shortlist and select the best candidate. This will form the basis of your decision making during the recruitment process.

On this Page:

The Position Description is a good starting point. The information gathered during the planning phase of the process should help you narrow down the requirements. You can also think about those currently in the role and identify what are the skills and attributes that make your top performer stand apart from the rest of the team.

Once you have determined the key criteria you will need to identify the criteria you will use when shortlisting applications and during the assessment stage.

Many of the jobs commonly recruited for across MSD already have their key selection criteria already identified. Check with your Recruitment Partner or AskHR.

Shortlisting

The aim of shortlisting is to reduce the size of the initial candidate pool by objectively eliminating unsuitable applications down to a small pool of high quality candidates. It is essential to use a systematic approach based on the identified shortlisting criteria for each role to ensure fair selection. This will also provide the tools needed to give unsuccessful applicants clear, specific feedback on why they were not shortlisted.

The aim at the shortlisting stage is to identify candidates who meet the 'threshold requirements' (at least the minimum knowledge, skills and experience) needed in the job.

Shortlisting is normally completed using the applicants' cover letter, CV and application, focusing on:

Work history, and if relevant, educational history, qualifications and skills - these are usually outlined in a candidates CV and indicate whether a person has the necessary experience and qualifications for the role.

Specific experience - hopefully the candidate has expanded within the CV on what they have done in previous jobs and provides information about specific key result areas and achievements.

Other initial factors to look for in applications may include:

Unexplained gaps in the candidates work history

The presentation and legibility of their application

Indication of motivation to work for the organisation

Key requirements such as drivers licence, registration of a particular body or a qualification mandatory for the role

Remember:

You can only use criteria that can be assessed from the available material – you have to be able to justify your assessment.

Consider for interview only candidates who meet the essential criteria. Don't interview candidates you know don't have the right experience or skills because you feel sorry for them, you think they need interview practice or they are an internal candidate. Have that brave conversation up front – don't waste your time or the candidate's time or create false expectations.

Ideally you should interview up to three candidates and a maximum of five applicants per position; if more applicants are shortlisted you should undertake further screening. This can be done by assessing applications against a set of 'desirable' criteria or by conducting short phone screening.

[Guide to Shortlisting \(http://doogle/resources/helping-staff/procedures-manuals/hr/guide-to-shortlisting.html\)](http://doogle/resources/helping-staff/procedures-manuals/hr/guide-to-shortlisting.html)

Types of Interviews

There are standard template interview guides which you can use to base your interview on. Please contact your Recruitment Consultant for assistance.

There are four types of questions we aim to ask in interviews:

Behavioral (competency based) questions

Probing – follow up questions

Motivational fit questions

Technical questions

Behavioral (Competency Based) Questions

The challenge in any 45-60 minute interview is to find out what the candidate is capable of. Not what they think they can do but what they have a track record of.

Our interviewing approach is based on the logic - 'past behavior is the best predictor of future performance'. If someone cannot point to a recent example then it is unlikely that they are suddenly going to be able to demonstrate that competency in the Ministry.

Behavioral questions are stated in the past tense. The aim of the question is to have the candidate recall a real life example of where they have demonstrated the competency

Examples of behavioral based questions:

Talk us through a project you have been responsible for managing?

Tell us about a time you have had multiple tasks to manage with tight deadlines to meet?

Talk us through an example of a work decision that you disagreed with?

STAR – Capturing a Behavioral Answer

When you gather information from a candidate in the interview you want to make sure you are getting the whole story. The situation in which the candidate acted, what they did and the results they got. An easy way to approach this is to use the acronym STAR to describe a complete behavioural example.

The Situation or Task facing the candidate

The Actions they took

The Results or changes caused by these action

Situation or Task (approximately 10% of the answer)

The situation or task is the background or context in which the candidate took action. Situations or tasks could be created by occurrences such as:

demands of the candidate's job

demands made by a manager or client

challenges in meeting a deadline or working within a team

An example of Situations or Tasks:

I was a Project Manager working for a government department on a software development project. The implementation date was 31 March 2006.

Actions (approximately 80% of the answer)

Actions are what the candidate did within a situation or task. They are the key part of a STAR because they show us the candidates past behaviour on which we look to predict their future behaviour. Actions may include:

the steps taken to complete a work project

how someone planned and managed a project

what a person did to meet a tight deadline

what a person did in a particular situation

An example of Actions:

I used Microsoft project to scope the project, developed and agreed key milestones and timeframes, managed the project team and gained agreement and acceptance from key stakeholders

Results (approximately 10% of the answer)

Results are the effects or outcomes of candidate's actions. They tell us what changes or difference the candidates actions made and the degree to which the actions were effective.

An example of Results:

I delivered the project prior to the due date, within budget and the project was deemed successful by the key stakeholders.

In this example, the candidate gave a full star (although in a real interview you will want much more detail.

In real life, candidates often miss out parts of the story. As the interviewer, it is part of your role to recognise when they have missed out one or more aspects of the situation, task, action and result, and then ask follow up questions to get more information.

Recruitment Tools / Techniques Available

Typically a competency based interview is the main tool used in a recruitment process but there are other options available to Managers at MSD to enhance the process and ensure the best person for the job.

There are a range of options available and some of which are outlined below. If you would like to discuss which recruitment tools are most suitable for your process, please contact a member of the Recruitment Team who can talk you through the options and supply you with materials and tools designed to meet your needs.

Assessment Centre Approach

Typically used for a bulk recruitment drive where a number of candidates are sought. This is where a group of shortlisted candidates will attend a centre and go through a number of exercises/interviews at one time. This approach is highly effective in reducing recruitment timeframes when multiple hires are required. This is a great way to see how candidates would react in a similar environment to that of the job using simulation exercises.

Work Samples / Case Studies / Presentations

A range of work samples and case studies are available which candidates can complete when they come in for interview. These are based on a piece of information relevant to the role and require candidates to answer questions, prepare a report or letter, respond with a key summary, or prepare a presentation back to the interview panel. This can be used to assess their written communication skills, thought process/knowledge and/or strategic approach in a particular area of the role.

Cognitive Testing

Cognitive testing also referred to as Ability testing is available through recruitment agencies for a fee. A member of the Recruitment Team can assist you with arranging this if you would like to use as part of your recruitment process.

Cognitive ability tests measure verbal, numerical and abstract reasoning and the resulting score reflects the person's ability to acquire, retain, organise and apply information.

People who score well on cognitive ability tests are more likely to develop a greater knowledge of the job, more quickly, make effective decisions, successfully reason and solve problems and respond appropriately to new or complex situations.

Psychometric Testing

Psychometric testing refers to the process of measuring a candidate's relevant strengths and development areas. These tests provide Managers with an insight into how candidates handle situations around them and what the natural response would be to certain situations in the workplace. There are a number of options available and a member of the Recruitment Team can advise the best testing options and associated costs.

Staff Transfer Protocol (Applicable to Oranga Tamariki, Ministry for Children only)

This protocol applies to operational and residential service delivery roles which are defined as permanent roles which ultimately report to the GM Operations or GM Residential Services, have coverage under the PSA collective and are transferring from like to like positions. This protocol does not apply to fixed term or casual staff.

The intention of the protocol is to provide a streamlined appointment process for staff wishing to move between similar positions and which complies with the appointments provisions of the State Sector Act 1988 and Oranga Tamariki recruitment and selection procedures.

The following principles will apply:

Vacant positions which fall under the protocol will be advertised internally only in the first instance.

Positions will be advertised on the MSD/Oranga Tamariki careers page

Intending applicants should apply online and will be required to submit a CV and two prior year's PDS appraisals

Managers will have access to information including PDS appraisals, and reference checks with relevant Managers - including the current Manager.

In compliance with section 60 of the State Sector Act 1988, appointments will be made on merit and preference shall be given to the person who is best suited to the position.

The delegations in regards to approving appointments must be complied with.

There is no guarantee of appointment to any position.

[Staff Transfer Protocol \(Word 32KB\)](http://doogee.com/working-here/managing-staff/recruiting-staff/staff-transfer-protocol-180412.doc) (<http://doogee.com/working-here/managing-staff/recruiting-staff/staff-transfer-protocol-180412.doc>)

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Home » Resources & Tools » Helping Staff » Procedures and Manuals » **Guide to Shortlisting**

Guide to Shortlisting

This page provides an explanation on how to shortlist for a vacancy and the templates available for use as well as your obligations in relation to record keeping.

Guide to shortlisting

Once applications have closed, the panel should agree on a shortlist of applicants for interviewing. Ideally a shortlist will include consideration of 3-5 suitable applicants for the position.

The panel must make its shortlist decisions solely on the basis of objective selection criteria relating to the applicants' suitability for the position. The criteria will be developed either by the Recruitment Consultant in consultation with the chair of the panel or the panel.

The criteria should ideally reflect the competency (skills, knowledge and attributes) required to be successful in the position.

Documenting the shortlisting processes and decisions

The chairperson of the panel in conjunction with the Recruitment Consultant is required to ensure that all shortlisting processes and decisions are well documented.

The detail to be contained in the summary of applications for shortlisting includes:

- an assessment of each applicant against the selection criteria
- any other relevant comment
- a summary of the panel's assessment
- the decision to interview/not interview.

The summary of applications is a discoverable document so should be factual i.e. not contain any discriminatory or offensive comments. They may contain evaluative comments on the suitability/unsuitability of the applicants.

A sample shortlisting form has been developed as a guide.

[Shortlisting Criteria Form \(Word 64KB\) \[http://doogle/documents/resources/helping-staff/procedures-manuals/work-and-income/service-centres/manager/shortlisting-matrix.doc\]](http://doogle/documents/resources/helping-staff/procedures-manuals/work-and-income/service-centres/manager/shortlisting-matrix.doc)

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Recruitment Process Overview

Stage	Steps	Tools & Forms
Plan and gain approval to recruit	<ol style="list-style-type: none"> Hiring Manager (HM) checks <ul style="list-style-type: none"> resource allocation budget position establishment [http://doogle.ssi.govt.nz/resources/helping-staff/policies-standards/hr/position-establishment-standard.html] Hiring Manager gains approval to recruit as per HR delegations [http://doogle.ssi.govt.nz/resources/helping-staff/policies-standards/finance/delegations/delegations-hr.html] 	Recruiting a new employee MyHR E-Learn module [http://doogle/working-here/myhr/recruiting-a-new-employee/story.html]
Create recruitment plan	<ol style="list-style-type: none"> Hiring Manager to source panel members Complete a recruitment plan with support from Recruitment Partner if required Outline key technical skills required for the role in line with the position description 	Recruitment road map (PDF 88.05KB) [http://doogle/documents/working-here/managing-staff/recruiting-staff/recruitment-road-map.pdf] Screening and Assessing Candidates [http://doogle/working-here/managing-staff/recruiting-staff/screening-and-assessing-candidates.html]
Advertise vacancy	<ol style="list-style-type: none"> Check advert copy is still relevant and work with Recruitment Partner to change/update if needed Discuss sourcing options with Recruitment Partner if required 	
Shortlist candidates	<ol style="list-style-type: none"> All candidates are shortlisted and agreed on by the panel [mailto:askhr@msd.govt.nz] Assistant HR Advisor to book candidate(s) for interviews and/or assessment centres and decline unsuccessful candidate(s) Interview questions are confirmed by hiring manager 	Shortlisting template (Word 64KB) [http://doogle/documents/resources/helping-staff/forms-templates/hr/shortlisting-template-blank-.doc]
Interview candidates	<ol style="list-style-type: none"> Collect pre-employment paperwork and copy identification Copy qualification(s) (if required) Copy evidence of entitlement to work in NZ (if applicable) Panel identifies preferred candidate(s) based on merit at interview 	

Stage	Steps	Tools & Forms
Notify candidates	<p>15. Hiring Manager phones unsuccessful candidates that were interviewed</p> <p>16. Hiring Manager phones preferred candidate(s) to advise that their application will be progressing</p> <p>17. Hiring Manager to confirm nominated referees for preferred candidate(s)</p>	
Pre-employment checking	<p>18. Hiring Manager completes two reference checks for preferred candidate</p> <p>19. Hiring Manager saves the completed vetting form and ID into MyHR</p>	
Approval to appoint	20. Hiring Manager gains verbal one-up approval	
Make provisional verbal offer	<p>21. Phone candidate(s) to make a provisional verbal offer</p> <p>22. Complete offer approval template in myHR and send for approval</p>	
Offer letter	23. Assistant HR Advisor drafts offer letter in docuSign, manager reviews and e-signs offer letter.	
Initiate onboarding	<p>24. Assistant HR Advisor initiates onboarding and completes Day 1 info</p> <p>25. Candidate completes their new employee step in myHR</p>	

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Recruitment Road Map

Key



Hiring Manager



Recruitment Partner



Assistant HR Advisor



Step 1

Identify your recruitment need. Go to MyHR, check position number and raise a requisition. For Contractors and Temps, use the Contingent Worker requisition.



Step 2

Contact your Recruitment Partner to discuss the process; advertising, timeframes and responsibilities etc.



Step 3

Work with your recruitment Partner on adverts, position description and interview questions. You will need to book interview times, rooms and panel. Your Recruitment Partner will run the advertising campaign.



Step 4

You create a shortlist of candidates using the criteria outlined in the position description and advert. Moved shortlisted candidates in MyHR to 'interview' or 'pre-interview disqualify'. Complete the interview schedule and send to your Recruitment Partner who will arrange these.

Your Recruitment Partner will email unsuccessful candidates (pre-interview).

Shortlisting Criteria Form



Step 5

Conduct the interviews and identify the preferred candidate. Collect the vetting form and ID and input into MyHR. Enter the scores into MyHR.

Complete the reference checks



Step 6

Once cleared you are in a position to make a verbal offer. Submit offer details into MyHR. Employment documents are prepared and sent to you via Docusign.

Call all unsuccessful interviewed candidates and provide feedback.



Step 7

Candidates receive all documentation to sign. Once complete the Assistant HR Advisor will initiate onboarding and all documents sent to payroll to load. All candidates will be announced on doogle.

Want more information?

- To view more information on recruitment please follow this [link](#).
- For information on how to use myHR, have a look at this [link](#).



MINISTRY OF SOCIAL DEVELOPMENT INTERVIEW GUIDE

Senior Advisor

Site of vacancy		Req #	
Candidate name		Date	
Panel chair		Position	
Panel member		Position	
Panel member		Position	

Interview scoring: The score for each is to be discussed and agreed on by the panel. A candidate must score at least 2 in each competency to be considered for the role.

Competency	0 None	1 Minimal	2 Adequate	3 Well demonstrated
Motivation				
Technical Skills and Knowledge				
Stakeholder Engagement				
Change Management				
Reporting				
Innovation				
Building Blue: Affiliative				
Overall total score out of 21				

Interview summary: The summary below is a combined panel effort and agreed on by panel consensus.

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PANEL INSTRUCTIONS

The role of the panel chair is to guide the panel and the candidate through the process outlined below.

Prior to candidate arrival

Panel instructions

- Panel chair allocates questions in discussion with panel members fairly. The same panel member must ask the same question for all interviews.
- All panel members are invited to take working notes which are destroyed at the end.
- Each competency answer will be outlined briefly and must be clear and easily understood, should it have to be read by a third party. Do not mention the behaviours you are looking for to the candidate. These are prompts and guidelines for the panel only.
- The FULL interview guide is to be completed at the end of each interview with consensus from the panel. This includes the response for each question and the front sheet. This is the formal document that will be used to inform the final decision and will be kept. This is the document that will be used should there be a complaint or review of decision. Interview guides should be kept until the review period has passed.

Candidate arrives

Opening – panel chair

- Panel chair greets and introduces panel members.
- Ask the candidate if they would like to open in a particular way i.e. with a karakia.
- If there is a support person present, thank them for supporting the candidate. If the support person wishes to remain for the entire interview, ask them to remain silent to allow the panel the opportunity to hear from the candidate.

Interview begins

Panel chair – read out to candidate

- Thank you for taking the time to meet with us today.
- This is a behavioural competency based interview and will take approximately 45-50 minutes.
- Each of the panel members will take turns asking the questions and we will be taking notes during the interview.
- If you need us to repeat or clarify a question please don't hesitate to ask.
- At the end of the interview, you will be given an opportunity to ask questions or make additional comments.
- All responses will be held in the strictest of confidence.
- The outcome of your interview today will be a panel one based on consensus.
- Do you have any questions before we start the interview?



Motivation

Behaviours:

- *Look for genuine interest in the role and organisation.*
- *A realistic expectation around their skill match and challenges the role will present.*
- *Fit with career aspiration.*

What motivated you to apply for this role?

If successful in this role, what do you think will be the biggest challenge you would face?

What do you see as your biggest strengths in relation to this role?

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Technical Skills and Knowledge

Behaviours:

- *Has clear expectations of what the role will involve and shows knowledge of the work requirements.*
- *Understands the complexity of the role and is able to perform it*

Please give us an overview of your experience as it relates to this role – in particular, your experience in the areas of:

- Property Management
- Creating workspaces
- Health & Safety

What did you enjoy the most?

In contrast, what did you enjoy the least?

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Behaviours:

- *The ability to build and maintain effective working relationships with key stakeholders in order to enhance understanding and co-operation to achieve desired results.*
- *The ability to interact with and develop effective working relationships with a wide range of people.*
- *Communicates clearly, concisely, confidently, courteously, calmly and tactfully.*

How would you go about identifying the stakeholders we need to communicate to?

Please tell us how you establish and maintain good relationships in your work.

How would you describe your communication style?

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Behaviours:

- *Understands change management as a discipline and how to take people along*
- *Has experience working in similar environments, achieving results*

Talk us through the largest change programme you have worked in?

- What was your role?
- What type of change documents did you prepare?
- Did you produce any creative change materials?
- What is your experience in producing and planning communications around it?
- What was the outcome?

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Reporting



Behaviours:

- Experienced in the regular provision of information to decision makers
- Ability to think independently and suggest improvements when appropriate

Can you give us an example of when you have improved a report or a piece of documentation that has resulted in your team or Manager giving positive feedback – or the outcome was more rewarding?

- Tell us about the type of documentation?
- What did you do to improve it and why did you take that approach?
- What was the outcome?

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Innovation

Behaviours:

- Takes charge to bring about change. Feels comfortable in a position of leadership. Is happy to set up when required.
- Thinks in different ways; analyses and can propose new ways to move forward

Tell me about a time when you identified a new, unusual or different approach for addressing a problem or task.

- What was the task?
- What steps did you take?
- What was the outcome?

What is the most innovative thing you have done? What was the impact?

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Behaviours:

- *Self-aware, warm, friendly, collaborative, liked by others, team player, relaxed but focussed, respected, sincere, effective communication skills, friendly, approachable, comfortable in a group environment.*

What are five words you would use to describe yourself?

What do you see as three areas of further development?

How would you colleagues describe your personality?

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Interview wrap up:

Do you have any questions you would like to ask, or anything we haven't covered you would like to add?
Is there anything you would like to add that has not been covered in the interview?
What is your notice period?

Can we please confirm who your two referees are? These should be work-related professional contacts (e.g. previous Managers or Supervisors) and will only be contacted if you are a preferred applicant.

Name:	Position	Relationship	Contact details

If successful when could you start?	
Do you have time off or holidays planned?	
Are you able to work the hours of the role?	
Do you have any ongoing or regular commitments we need to consider?	
We expect to get back to you by....	

Panel chair tasks – for external candidates

1. Collect the completed Police Vetting form – check it is completed in full and signed (please make sure to **fill out and sign the first page of the form**).
2. Take a copy of 2 identification documents as per the VCA Acceptable ID's list, such as drivers licence and passport (plus visa/residency if applicable), qualification. Stamp, sign and date each copy.

Panel – scoring and summary: At the end of each interview, panel members should score the candidate and complete the interview summary.



MINISTRY OF SOCIAL DEVELOPMENT SHORTLISTING TEMPLATE

Please add any additional criteria that correspond to the competencies in the position description you wish to shortlist against

Position	Location
Panel members	Date

[illegible]

Scoring key: 0 = no evidence 1 = partially meets requirements, 2 = meets requirements, 3 = exceeds requirements