

Recruitment Guidelines

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INTRODUCTION

Meet your Recruitment team

Kia ora from your Recruitment Team

We are located at Wellington Regional Hospital, Grace Neill Block, Level 11, at the end of the east side corridor. We have an open door policy, so drop in anytime you like or phone us:

Shelly Alexander	Recruitment Manager	Extension 82551
Phil Adamson	Allied Health, Scientific & Technical portfolio	Extension 82594
Dani Armstrong	Business Support & Corporate portfolio	Extension 82552
Matt Kelly	Nursing & Midwifery portfolio	Extension 82549
Sandra Tam	Specialist Medical Officer portfolio	Extension 82991

Purpose of Guidelines

Recruitment is a key part of how we meet the needs of our patients and our community by enabling hiring managers to recruit the right people into the right roles at the right time.

The recruitment guidelines apply to the appointment of permanent, temporary and fixed term positions in CCDHB. They do not apply to contractors who invoice CCDHB for their service.

These guidelines are to be applied to all recruitment processes for any permanent, part time, casual and fixed term vacancies.

This document sets out the framework that guides CCDHB's recruitment and selection process for all permanent, part time and fixed term positions to ensure that:

- Supports all candidates in a consistent and professional way.
- Is transparent and objective.
- Is equitable and fair at all times.
- Enable CCDHB to meet its legal obligations.
- Enables CCDHB to achieve its goals and objectives through employing appropriately qualified staff

Statutory provisions

The CCDHB's approach to recruitment and selection is guided by the provisions of the following statutes:

- Immigration Act 1987
- The Human Rights Act 1993
- Privacy Act 1993
- Employment Relations Act 2000
- Treaty of Waitangi
- Vulnerable Children's Act 2014
- State Sector Act 1988

In addition CCDHB is committed to the principles of equal employment opportunities (EEO) and impartial selection. In achieving this, the responsibilities of the Hiring Manager are to:

- Ensure that their recruitment and selection practices are consistent with the spirit of the good employer principles set out in the Human Rights Act.
- Ensure that the position is clearly defined in terms of its place in the organisation, its relationship with other positions, its objectives and key accountabilities, and the competencies and performance standards expected. This sets the framework for the selection panel to determine whether candidates are suitably qualified for the job.
- Notify the vacancy in a manner sufficient to enable those suitably qualified to apply.
- Ensure that the recruitment and selection process used is in accordance with this Policy and the Recruitment and Selection Process and can withstand independent scrutiny.
- Comply with all legislative requirements (e.g. Privacy Act, Human Rights Act)

The CCDHB Principles of Recruitment

Effective recruitment and selection is one way that the CCDHB builds people capability. Our processes are supported by the following principles:

- Selection on merit
- Open, honest and transparent processes
- Valuing diversity
- Privacy for the individual
- An approach that embodies candidate care

In practice, these principles mean that:

- 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.
- 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)
- Processes are professional and objective, with selection based on relevant, specific selection criteria. All processes and recommendations are documented.
- CCDHB values diversity and works to build a professional workforce that reflects its communities and clients.
- The privacy of all people who express interest in a vacancy is protected.
- CCDHB staff are encouraged to apply and be considered for positions within the organisation to support retention and career development strategies.
- Candidate care is emphasised to support the transition into the organisation. This applies from first contact when the employment relationship may have ended or is suspended for family commitments or whilst experience or education is gained elsewhere.

Employer of Choice

How we present ourselves to prospective employees and the way in which we conduct our recruitment and selection process will impact on how we are viewed as a potential employer. Our aim to be an Employer of Choice will be supported by having an attractive, open and transparent recruitment and selection process. Candidate care is an important part of the recruitment process – we want candidates to have the best

possible impression of CCDHB so no matter the outcome of their application, they'll have such a good experience that they want to come and join our team even more.

Career Development

Opportunities for internal promotion are provided where possible. All vacancies are advertised internally. External advertising may follow or occur simultaneously at the discretion of the Hiring Manager.

Diversity

We need to value, reflect and understand the communities we serve. A workforce that is diverse and inclusive means that we will be better positioned to understand and serve our community. Developing a more diverse workforce is not just about ethnicity. Diversity involves gender, age, disability, sexual orientation, education, national origin, and religion. Diversity encompasses a broad spread of experience, culture, perspective and lifestyle of those who live in New Zealand.

THE RECRUITMENT PROCESS

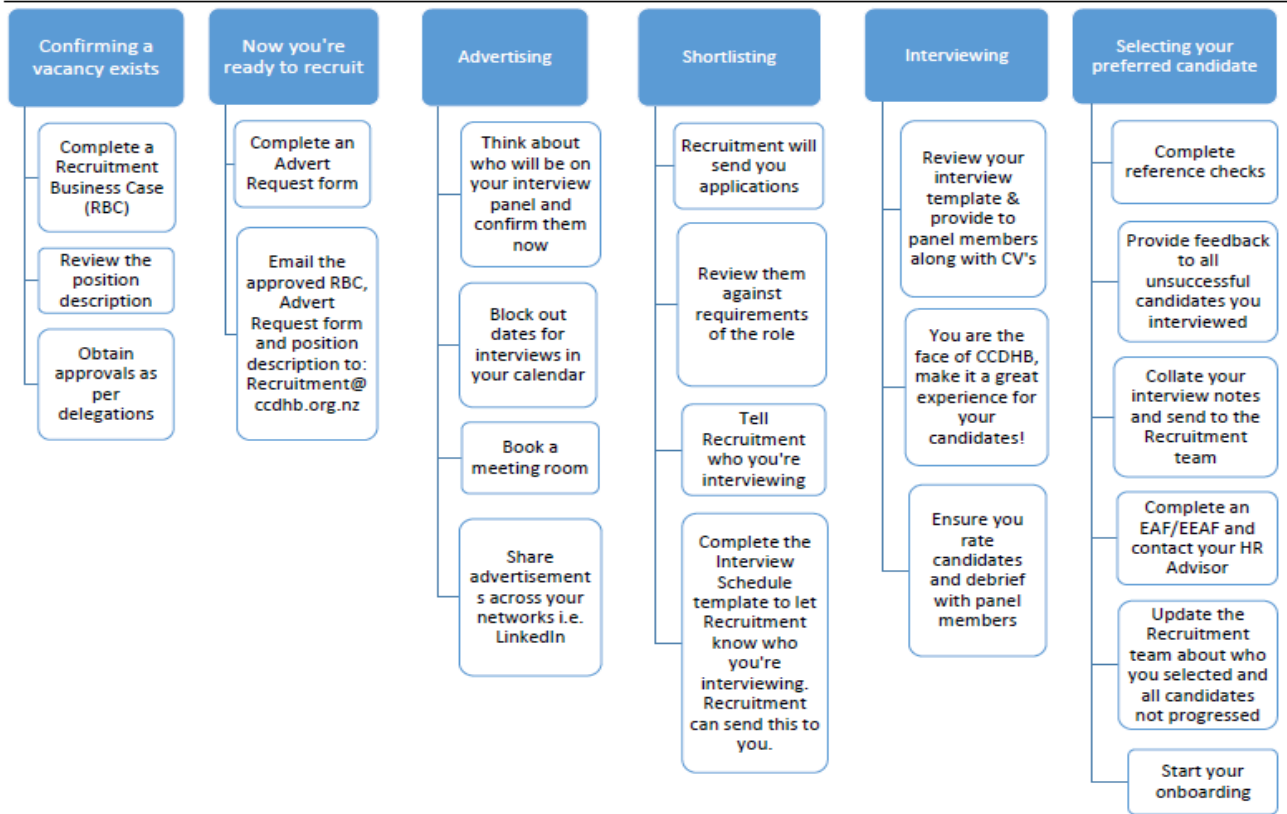
Types of Vacancies

EMPLOYMENT TYPE	DEFINITION
Permanent	<p>Ongoing full-time or part-time employment and usually results from the resignation of an employee.</p> <p>The employee is paid by CCDHB and is entitled to Kiwisaver contributions</p>
Fixed Term/Secondment	<p>Is for a specific period of time (usually no longer than 12 months), either full-time or part-time and is for a specific reason i.e. to cover parental leave, for a special project or to cover a long-term absence.</p> <p>A fixed term employee is paid by CCDHB and is entitled to Kiwisaver contributions.</p> <p>Note: Fixed term contracts are offered to non-CCDHB employees and secondments are offered to CCDHB employees as their substantive position remains open for them to return to once the secondment finishes.</p> <p>If a fixed term/secondment position becomes permanent, a full recruitment process must be completed.</p>
Contract for Services	<p>Contractors are engaged on a contract for services to perform a piece of work or deliver an outcome. Contractors must not be used to temporarily backfill a permanent role, a fixed term employment contract is to be used.</p> <p>Is either employed through a recruitment agency or contracted direct by CCDHB but not as an employee. Timesheets will record the hours worked by a contractor and an invoice will be submitted monthly for payment. Contractors are not entitled to Kiwisaver or paid leave.</p>
Temporary staff	<p>Used to fill a short-term need ideally for less than two months in duration i.e. to cover a short-term absence or to complete work that is a one-off.</p> <p>Employed by a Recruitment Agency and is therefore not a CCDHB employee and not entitled to Kiwisaver contributions or paid leave. Temporary staff can be let go with little notice</p>

Recruitment process flowchart

Please note, if you need any assistance with any of the below, please contact your recruitment advisor. We are here to help and make your recruitment journey as smooth as possible.

Recruitment Process Flowchart



TIP: Timing is very important, remember if you are going to recruit a vacancy, that most candidates will need to give at least 4 weeks' notice in order to leave their previous role, so that's a month already gone.

STEP 1: Recruitment Business Case (RBC) – confirming a vacancy exists

Before you start recruiting, call your Recruitment Advisor we are here to help and offer suggestions on how to go about recruiting for a position.

You will need to complete the following form and send through to your finance team to be approved.

[RBC Form](#)

CCDHB Finance Business Service Managers list

- Mental Health
- MCC
- SWC
- Corporate/Exec
- SIP/Funder
- COO/Finance manager for HHS

For details of who you need to contact for each portfolio please contact your HR Advisor.

STEP 2: Position Description

Review the position description to ensure it reflects the responsibilities of the role. If changes need to be made you'll need to contact your HR Advisor as changes may impact other roles in the organisation or the role may need to be resized to ensure the salary band is correct. If you need assistance locating, amending or creating a role description your HR Advisor will be able to help you. Please ensure you use the latest role description template.

STEP 3: Advert Request form

You can access the [Advert Request form](#) on the Recruitment page of the intranet. This form is very easy to complete and we need it in order to start the recruitment process.

Your recruitment advisor can assist with the advert text. We specialise in creating a stand out advert and we are happy to talk to you about the position and what type of person you are looking for. We can use the Role Description competencies to specify skills that you want candidates to have.

You can tell us how long you want your vacancy advertised. You can also advise if you want the vacancy advertised internally only or externally using sites such as SEEK, TradeMe & Kiwi Health Jobs. Remember you should advertise a vacancy for at least 5 days, this can include weekends as we are a 24/7 operating organisation. You will need to provide the cost centre number for your area, and the hiring manager's details.

Using your completed RBC, you will be able to advise recruitment what FTE this vacancy is for and also advise us which location/s this vacancy will cover i.e. Wellington Hospital, Kenepuru or if it's 3DHBs where the position will be mainly based.

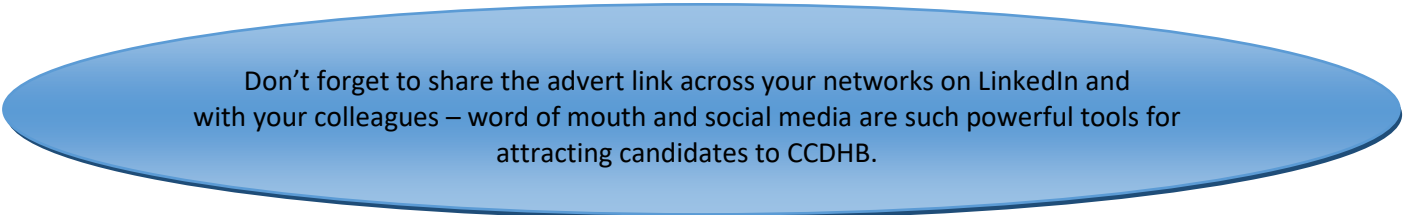
On this form, you can advise how involved you want the recruitment advisor to be, for example, you can opt for your recruitment advisor to shortlist candidates by providing us with your pre-selection criteria.

STEP 4: RBC, Advert Request form and Role Description are ready, what now?

Send the RBC PDF, Recruitment Request Form Word document and current position description (in word document) electronically to your Recruitment Advisor or email to: recruitment@ccdhb.org.nz

Your recruitment advisor will have your vacancy advert live within 2 days. You will be sent the links to the advert/s to review, if there is anything you want to change, just let us know.

All permanent roles need to be advertised internally for a minimum period of five days to ensure development opportunities are made available to CCDHB employees.



Don't forget to share the advert link across your networks on LinkedIn and with your colleagues – word of mouth and social media are such powerful tools for attracting candidates to CCDHB.

Advertising Requirements

We have an obligation to ensure opportunities are made available to CCDHB employees as this promotes staff retention and career development. Use the following to guide you in understanding what our advertising requirements are:

TYPE OF VACANCY	INTERNAL ADVERTISING	EXTERNAL ADVERTISING
Permanent	Yes – minimum 5 days if advertised internally only	Not essential unless you feel there are no suitable CCDHB employees. We recommend a minimum advertising period of 10 days
Fixed Term/Secondment	You don't need to advertise a secondment if you have identified a suitable internal candidate. If there are no suitable internal candidates, we recommend a minimum advertising period of 5 days	If you wish to advertise externally, this will be advertised as a Fixed Term engagement. We recommend advertising for 5 to 10 days

Engaging with Recruitment Agencies

There are two types of recruitment agencies that are able to supply CCDHB with candidates; **Clinical** and **Non-Clinical**. We have supplier contracts in place for both types of recruitment agencies and you need to understand what this means for you.

Clinical: CCDHB is party to a national supplier contract covering the 20DHB's and favourable terms and fees have been negotiated for the provision of permanent clinical candidates. There is a panel of suppliers available and it's important you only use the recruitment agencies from the panel or CCDHB will be in breach of the contract. This only applies to permanent positions however the 20DHB's are in the process of negotiating a national contract with recruitment agencies for the provision of locum candidates.

Non-Clinical: CCDHB has signed up to the MBIE All of Government Recruitment Services contract where favourable terms and fees have been negotiated for the provision of non-clinical candidates. There is a panel of suppliers available and it's important you only use the recruitment agencies from the panel or CCDHB will be in breach of the AoG Recruitment Services contract. These recruitment agencies are able to provide candidates for temporary, contract or permanent positions.

The Recruitment team can provide further information about the recruitment agencies you're able to engage. It's important that engagement of any recruitment agency is managed through the Recruitment team so they can ensure terms and fees are being applied correctly and manage all communication on your behalf. If a recruitment agency contacts you directly please refer the agency to the Recruitment team.

STEP 5: Interview Preparation

Your advert is now live. This is the perfect time for you to organise an interview panel and to forecast dates when your interview panel will be available.

As you have chosen the closing date of your advert, you should be able to set your interviews one or two weeks after the closing date and secure all your interview panel members. It's a great idea to book the room you want to use when your panel members are available so you don't get caught with nowhere to interview. Your Recruitment Advisor will send you an interview schedule template to complete.

When do I start receiving applications?

You will receive all applications to review one day after the closing date from your recruitment advisor (exception is a vacancy that closes midnight Friday or over the weekend). Alternatively, you can request that your Recruitment Advisor sends you candidates' applications as they come in, this option is available on the recruitment request form.

If you have access to Phoenix Recruitment System, you'll be able to log in and view applications as they come in. If you'd like access please contact your Recruitment Advisor to set this up. Please note that you will only be able to view candidates and use the voting system to shortlist. Your Recruitment Advisor will change candidates' statuses in the recruitment system as these generate emails to candidates.

STEP 6: Shortlisting

Your recruitment advisor can pre select candidates if you indicate this on the recruitment request form, you will need to clarify your pre selection criteria for your recruitment advisor to work from.

You will receive an excel spreadsheet and a PDF zip file of all the candidates CVs to review. Once you have decided who to shortlist, let your recruitment advisor know so they can update their system in order to keep track of candidates. Your recruitment advisor will send emails to all candidates not shortlisted.

STEP 7: Interviews

Once you have decided who you want to interview, you will need to provide this information to your Recruitment Advisor using the interview schedule template so they can organise the interviews for you. You need to provide all following information:

- Dates panel are available
- Times panel are available
- Preferred interviewing location/room (if not already booked by you)
- Name and job title of those who will be on the interview panel
- Length of interview time (including scenario/testing if applicable)
- Time needed between interviews for debrief if you want interviews back to back

Remember that you are the face of the organisation when you're recruiting – regardless of the outcome of their application, we want candidates to have a great experience!

Interview questions and templates

Your recruitment advisor can supply Lominger competency questions for you, for **non clinical roles**. We cannot supply interview questions for clinical positions. However we can provide you with an interview template to complete and work with you to develop your template. Ensure your panel rates each candidate interviewed using the rating scale on the interview template and supplies robust feedback on their recommendations. All interview notes should be electronically sent to your Recruitment Advisor once interviews are complete.

Remember to ask all candidates whether they have any criminal convictions as they will be required to undergo a Ministry of Justice Criminal Conviction Check. If the position requires Police Vetting under the Vulnerable Children Act, ensure you ask the VCA questions in the interview template.

STEP 9: Selecting your preferred candidate

Congratulations, you have found the right person for your vacancy. You're almost ready to finalise the appointment but before you do, there's a couple of critical things that need to be done:

- **Reference checks:** Hiring Manager is to conduct the verbal reference checks. Reference Checks should only be conducted on preferred candidate/s and you are likely to make an offer. Make sure you obtain authorisation from your candidate before you contact their referees. For an external candidate you will need a minimum of two referees and one should be their current manager. For internal candidates (current employees of CCDHB) we recommend conducting at least one reference check and that should be with their current manager. Once reference checks have been completed and they're satisfactory, you can then contact all the unsuccessful interviewed candidates to give them feedback as to why they were not selected. You can now advise your recruitment advisor which candidate you have placed and names of those who were not successful so they can update their records.
- **Police vetting/MoJ checks:** You will have collected the forms from the candidate when they came in for the interview. These will need to be sent to your HR Advisor when you request the offer paperwork to be generated. A good idea at this stage is to review their application to check whether they've made any declarations about criminal convictions they may have and determine whether it meets the criteria noted below
- **Health check:** All new employees are required to undergo a health check and provide clearance prior to starting work at CCDHB. When you make the verbal offer to your candidate (once you've obtained approval to offer) you could let them know that this clearance is required so they can arrange it
- **Eligibility to work in New Zealand:** You will need to ensure your preferred candidate is entitled to work in New Zealand legally. You can confirm this by checking the application form the candidate completed (there is a section that requires them to confirm their status), or verbally confirming this with your candidate. If they hold a Work Visa, you will need to get a copy of this for their employee record.

Immigration and eligibility to work in New Zealand

There are some key things to be aware of if you are planning on making an offer to a candidate who isn't a New Zealand citizen or Permanent Resident:

- If a candidate has a current Work Visa (or is planning to apply for one) then you may only offer a fixed term position with the end date of employment falling on or before the visa expiry date. If the candidate is granted a further work visa then you may offer a fixed term extension. If the candidate is granted Permanent Residency then you may offer them a permanent position if their performance in the position meets your expectations

If a candidate plans to apply for a Work Visa then CCDHB may be able to support their application for a Talent Visa if they meet specific criteria. For more information about Talent Visas and the criteria please go to [the NZ Immigration website](#). Your HR Advisor can support you with the Employer Supplementary Form. If your candidate doesn't meet the criteria for a Talent Visa, you can still

support their application for a visa but you will need to demonstrate that you have been unsuccessful in appointing a suitable candidate from New Zealand.

- Your candidate will need to ensure they maintain eligibility to work in NZ for the duration of their employment with CCDHB. If they are applying for an extension to their Work Visa they will need to ensure they allow sufficient time for it to be processed by NZ Immigration – we would suggest this occurs three months prior to their current visas end date. If their current visa expires before a new visa is issued then they will be required to stand down from all job duties and cannot be on CCDHB premises until another visa is issued.

IMPORTANT NOTE:

Immigration is managed by Human Resources. Recruitment can provide evidence of advertising to support visas if required. Recruitment do not give any immigration advice.

All Immigration queries from candidates during the recruitment process are advised to contact their immigration officer. Once a candidate is offered a position within CCDHB – all immigration queries are managed by HR or the candidate’s immigration officer.

Hiring Managers will need to make yourself familiar with any visa restrictions that apply to your candidate as this is your responsibility whilst the candidate is employed by CCDHB. Any breach such as a candidate working beyond their visa end date or outside of their visa conditions may result in CCDHB losing its Accredited Employer status as well as a significant fine.

STEP 11: Interview notes

Please send all your interview notes electronically to your Recruitment Advisor. Ensure that each panel member has clearly written their full name, date and vacancy title on the forms, along with the full name of the candidate they interviewed.

Although candidates cannot contest appointments to roles at CCDHB they can complain if they feel they have been treated unfairly or discriminated against. It’s important that we retain recruitment documentation for three months following the conclusion of the process and that any notes are clear, our process is transparent and fair and robust decisions are made. Please ensure all notes are professional as the candidate can request a copy of the interview notes.

STEP 12: Candidate Pool

As hiring managers you might interview up to 4 or 5 people for a vacancy. If you have times where you think *“Hey, this person would be great in another unit”* or *“They were so close and I would hire them if another vacancy comes up”* let your Recruitment Advisor know.

We are creating a candidate pool, keeping them in our system they have come through the recruitment process and they have real potential to work at CCDHB. This can make it much simpler if another hiring manager has a vacancy where these candidates could be a great match. While we do have to advertise all vacancies for at least 5 days we can also give people a heads up when a role that be suitable for them comes up.

FINAL STEP: WORKING WITH YOUR HR TEAM

YOU'RE ALMOST DONE – NOW IT'S TIME TO WORK WITH YOUR HR ADVISOR TO FINALISE THE APPOINTMENT OF YOUR PREFERRED CANDIDATE



Offer letters and employment contracts

Complete an EAF if you're offering the role to an external candidate or an EAAF if you're making an offer to an existing CCDHB employee. Both forms are available on the Recruitment intranet page.

You can then contact your directorate HR advisor and send them the EAF/EAAF, RBC, position description, CV/Cover Letter of preferred candidate and they will generate the employment offer and assist you with planning the onboarding of your new employee. Your HR Advisor can assist you with any queries relating to visas and will support you to complete an Employer Supplementary Form if required.

How do I get my new staff member set up with HR and Payroll?

Your directorate HR Advisor will be able to guide you with this. Forms will be sent to your new staff member along with the Offer letter and employment contract. Once these have been completed, you'll be able to get computer access organised and your new staff member set up in Payroll.

FREQUENTLY ASKED QUESTIONS

Do I have to advertise temporary positions?

Yes, if the temporary position will last more than three months. There is no requirement to advertise temporary positions externally – you can offer the opportunity as an internal secondment.

Can I use a recruitment agency?

In situations where the role is hard to fill, highly specialised or technical, you may require assistance from a recruitment agency. Contact your Recruitment Advisor to discuss this further and they will be able to guide you. It's important to note that for all roles, CCDHB is required to adhere to either the All of Government Recruitment Services contract or the 20DHB contract which have a panel of recruitment agencies we can engage. Your Recruitment Advisor can advise you on this. Please note all fees will be charged back to your service.

Do I have to advertise a permanent role if I know of a suitable internal candidate?

Yes - all permanent positions must as a minimum be advertised internally for 5 days to provide career development opportunities for CCDHB staff and to provide Hiring Managers with the potential to consider all interested internal candidates. Internal advertising can be done at the same time as advertising externally.

How do I update a position description?

Please contact your directorate HR Advisor.

Do I have to advertise a secondment opportunity?

The nature of secondment arrangements varies considerably and on some occasions it may be appropriate to appoint an individual rather than advertise the opportunity particularly if the secondment is for a short period. The Recruitment team can help you determine whether to advertise the secondment recognising that secondments provide CCDHB employees with the opportunity for career development and advertising provides the Hiring Manager with potential to appoint candidates that they may not know of.

Do I have to advertise the role if I have someone working on a temporary basis who I would like to employ permanently?

Yes, the Hiring Manager must advertise at least internally for 5 days.

Do staff have the right of appeal against appointments?

No, CCDHB appointments are not subject to the standard review and appeal process that exists in core Government Organisations. As part of general employment legislative requirements and in line with all the CCDHB recruitment processes, Hiring Managers are responsible for ensuring a fair and transparent recruitment process is followed.

What happens with the criminal conviction checking process?

The application form completed by candidates enables CCDHB to request a criminal background checking with the Ministry of Justice. If this check provides different data to that provided by the candidate, the HR Advisor will inform the Hiring Manager of the details before the Hiring Manager discusses this with the candidate. Note candidates are able to commence employment with CCDHB while the criminal background checking is underway as their offer of ongoing employment is subject to satisfactory clearance.

Do I need to check qualifications of the preferred candidate?

If a selection decision is being made on the basis of the qualification or professional membership of a candidate (e.g. a qualified nurse) then the Hiring Manager should check this with the appropriate awarding body.

What do I do if the grade or the remuneration range looks out of date for the job responsibilities?

The starting point is to look at the accuracy of the role description so that there is a clear understanding of the skills and experiences required. When a role changes significantly and you need a grade/remuneration change, talk to your HR advisor who can arrange for the role to be re-evaluated.

Do internal candidates have to tell their current manager about their application?

Ideally the candidate should talk with their manager about their application; however it is the candidate's choice. If a candidate is applying for a secondment opportunity the candidate should have discussed their application with their manager as they'll need to agree to release them from their current position.

Can I provide references for staff who currently work for or who have worked for CCDHB in the past?

Written references should not be given, however managers are able at their discretion to be a verbal referee for a current staff member as long as they are not on the interview panel.

CCDHB can provide a Certificate of Service to employees when they leave the organisation. Please contact your HR Advisor if you have an employee who has requested a Certificate of Service. **Note the Privacy Act provisions indicate references may only be obtained after the candidate has given permission for the referee to be contacted.**