

16 December 2021

Kia ora

**Request for Official Information responded to under the Local Government and Official Information and Meetings Act 1987 (LGOIMA) (the Act) – reference: OIR 2122-105**

Thank you for your information request, which we received on 20 October 2021 asking for information on the questions set out below. Our response to Questions 1 to 8 is below the questions.

- 1. Data on the number of employees employed by the council (on permanent contracts), broken down by gender and ethnicity and year and whether they work fulltime or part time, per year, since 2010***
- 2. Data on the number of employees employed by the council (on permanent contracts), in senior management positions and whether they work fulltime or part time, broken down, broken down by gender and ethnicity and year, per year, since 2010***
- 3. Data on the number of employees employed by the council (on permanent contracts), in executive positions and whether they work fulltime or part time, broken down, broken down by gender and ethnicity and year, per year, since 2010***
- 4. Data on the median wage of employees employed by the council (on permanent contracts), broken down by gender and ethnicity and year, per year, since 2010***
- 5. Data on the median wage of employees employed by the council (on permanent contracts), in senior management positions, broken down, broken down by gender and ethnicity and year, per year, since 2010***
- 6. Data on the median wage of employees in executive positions, broken down, broken down by gender and ethnicity and year, per year, since 2010***
- 7. Data on the median wage of employees, broken down by department, gender and ethnicity and year, per year, since 2010***
- 8. Data on the number of employees, broken down by department, gender and ethnicity and year, per year, since 2010***

The responses for Questions 1 to 8 inclusive is available in the Table attached to this response.

Please note that we have supplied data for the financial years 2015/2016 through to 2020/2021.

Responses for ethnicity data are not included and responses for 'gender' are currently only available from our data as male or female at this time.

We have not released information for financial years 2010/ 2011 to 2014/2015 and ethnicity data owing to the substantial amount of work that would be required to research and collate this information, and we are therefore refusing this part of your request under section 17(f) of the Act.

We have considered whether charging or extending the timeframe for responding to your request would help, as required by section 17(a) of the Act, however, this information is not held in a centralised database and it would take a substantial period of time to find the information and bring it together.

We also considered consulting with you, as required by section 17(b) of the Act, however, this information would need to be collated by a member of the Human Resources team and it would have a considerable impact on our operations to devote resources away from their existing work to respond to this part of your request.

**9. Information (including but not limited to reports, briefings, memos, policy documents) on equal employment opportunities (gender and ethnicity) at the council**

There are no relevant reports, briefings or memos regarding this part of your request. On that basis I must decline this part of your request as the documents alleged to contain the information requested do not exist or, despite reasonable efforts to locate them, cannot be found, Section 17(e) of the Act refers. However, we have attached a copy of the Council's Equal Opportunity Policy and Recruitment Policy for your perusal.

**10. Data on complaints of discrimination (based on gender, ethnicity, race, sexual orientation or gender identity, age, disability) by employees at the council, broken down by year, department the complainant works in and the outcome of the complaint (upheld, not upheld), and whether anyone was disciplined**

Complaints by employees about employees are considered an employment matter and as such are confidential between the parties. Council is committed to providing a positive and safe working environment and we have procedures in place for making and managing complaints.

We have therefore decided to refuse this part of your request under the following sections of LGOIMA:

- 7(2)(a) – to protect the privacy of natural persons
- 7(2)(c)(i) – to protect information, which is subject to an obligation of confidence, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source.

In the Council's view the reasons for withholding these details are not outweighed by public interest considerations in section 7(1) favouring their release.

You have the right to request the Ombudsman to review this decision. Complaints can be sent by email to [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz), by fax to (04) 471 2254, or by post to The Ombudsman, PO Box 10152, Wellington 6143.

Ngā mihi



**Dianne Andrew**

Organisational Development Manager  
Te Kaihautū mo te Hunga Mahi

<b>*Data taken as at 30 June for each financial year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Question 1.</b>						
<b>Total number of permanent employees</b>	<b>(Headcount)</b>					
Full time staff	240	242	252	239	249	252
Part time staff	72	70	86	89	77	96
Male	138	138	137	136	143	146
Female	174	174	201	192	183	202
<b>Question 2.</b>						
<b>Total number of permanent senior management employees (defined as tier 3, reporting to executive management roles)</b>	<b>(Headcount)</b>					
Full time staff	25	24	22	21	23	24
Part time staff	2	1	1	2	1	3
Male	8	8	8	11	13	14
Female	19	17	15	12	11	13
<b>Question 3.</b>						
<b>Total number of permanent executive management employees (defined as tier 2, reporting to Chief Executive)</b>	<b>(Headcount)</b>					
Full time staff	6	6	6	6	6	5
Part time staff	0	0	0	0	0	1
Male	5	4	3	3	3	3
Female	1	2	3	3	3	3
<b>Question 4.</b>						
<b>Median wage of permanent employees by gender</b>						
Male	\$66,213	\$67,242	\$60,808	\$70,787	\$75,500	\$77,100
Female	\$55,693	\$57,086	\$56,103	\$59,339	\$65,145	\$67,257

<b>*Data taken as at 30 June for each financial year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Question 5.</b>						
<b>Median wage of permanent employees in senior management positions (defined as tier 3, reporting to executive management roles) by gender</b>						
Male	\$127,124	\$142,225	\$130,711	\$133,848	\$139,068	\$140,198
Female	\$115,500	\$128,396	\$130,835	\$134,939	\$140,638	\$136,135
<b>Question 6.</b>						
<b>Median wage of permanent employees in executive management positions (defined as tier 2, reporting to Chief</b>						
Male	\$192,320	\$197,320	\$207,620	\$215,000	\$217,000	\$220,000
Female	\$124,973	\$158,450	\$185,762	\$205,000	\$209,000	\$209,000
<b>Question 7.</b>						
<b>Median wage of permanent employees by Group and gender</b>						
Chief Executive Group (includes all direct reports) Female	\$75,109	\$90,000	\$112,551	\$140,046	\$142,706	\$175,853
Chief Executive Group (includes all direct reports) Male	\$196,097	\$198,590	\$207,620	\$234,500	\$236,645	\$238,145
Corporate Services Group Female	\$60,390	\$66,600	\$65,145	\$81,880	\$83,315	\$91,035
Corporate Services Group Male	\$75,000	\$78,000	\$79,154	\$81,880	\$88,304	\$86,287
Infrastructure Services Group Female	\$60,172	\$70,790	\$74,000	\$74,928	\$77,035	\$77,035
Infrastructure Services Group Male	\$55,355	\$55,040	\$57,293	\$58,955	\$60,651	\$64,941
Organisational Development Female	\$65,120	\$66,600	\$66,064	\$65,795	\$65,067	\$85,250
Organisational Development Male	\$70,720	\$0	\$0	\$65,000	\$69,332	\$69,332
People and Partnerships Group Female	\$49,105	\$51,352	\$53,226	\$54,845	\$64,638	\$70,818
People and Partnerships Group Male	\$65,412	\$63,176	\$64,113	\$0	\$93,658	\$93,658
Regulatory Services Group Female	\$63,431	\$72,620	\$74,859	\$74,211	\$82,000	\$82,665
Regulatory Services Group Male	\$76,340	\$78,430	\$79,842	\$81,918	\$82,463	\$86,912
Place and Space Group Female	\$49,198	\$51,371	\$50,243	\$54,519	\$55,275	\$55,076
Place and Space Group Male	\$49,686	\$49,930	\$50,564	\$53,463	\$54,446	\$52,971
Strategy and Planning Group Female	\$69,406	\$80,665	\$113,500	\$0	\$0	\$0
Strategy and Planning Group Male	\$115,540	\$0	\$0	\$0	\$0	\$0
Strategy, Growth and Recovery Group Female	\$97,990	\$87,636	\$86,897	\$99,760	\$88,500	\$97,000
Strategy, Growth and Recovery Group Male	\$100,000	\$100,000	\$106,000	\$109,209	\$125,000	\$125,000

<b>*Data taken as at 30 June for each financial year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Question 8.</b>						
<b>Number of permanent employees by Group* restructure changed allocations for Groups</b>	<b>(Headcount)</b>					
Chief Executive Group (includes all direct reports) - Female	7	8	9	4	4	3
Chief Executive Group (includes all direct reports) - Male	7	7	5	4	4	4
Corporate Services Group - Female	24	25	26	29	25	23
Corporate Services Group Male	13	17	12	15	18	20
Infrastructure Services Group Female	13	13	15	14	16	19
Infrastructure Services Group Male	69	70	72	70	69	67
Organisational Development Female	6	6	7	5	5	9
Organisational Development Male	1	0	0	1	1	1
People and Partnerships Group Female	25	23	24	28	32	39
People and Partnerships Group Male	2	2	2	0	4	4
Regulatory Services Group Female	22	21	22	24	25	24
Regulatory Services Group Male	19	19	21	20	20	20
Place and Space Group Female	66	64	84	84	72	76
Place and Space Group Male	24	22	23	24	22	25
Strategy and Planning Group Female	3	2	4	0	0	0
Strategy and Planning Group Male	2	0	0	0	0	0
Strategy, Growth and Recovery Group Female	8	12	10	4	4	9
Strategy, Growth and Recovery Group Male	1	1	2	2	5	5

<b>Corporate Policy Title:</b>	<b>EEO POLICY</b>		
<b>Lead/Support Policy No:</b>	Corp-HR-08	<b>Pages:</b>	1 - 2
<b>Group Responsible:</b>	Organisational Development/ Human Resources		
<b>Date Adopted:</b>	30 October 2004		
<b>Current Date Updated:</b>	January 2020		
<b>Next Review Date:</b>	January 2025		
<b>Document Location:</b>	Council intranet (HubKap/ Toolkit/HR Toolkit/Corporate Policies)		

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#### 1. POLICY OBJECTIVES

The Kāpiti Coast District Council values diversity amongst staff and encourages the fullest use of staff talents and strengths. This in turn will enable working towards the achievement of a workplace environment which provides opportunities for employment needs and staff aspirations to be identified and addressed accordingly.

#### 2. POLICY

2.1 The Kāpiti Coast District Council is committed to implementing equal employment opportunities (EEO). In accordance with the Local Government Act 2002 Section 40 (1) (k) the organisations EEO Policy is included in the Kāpiti Coast District Council Governance Statement which is available on the Council website.

2.2 Throughout our organisation we will continue to work towards:

- identifying and eliminating discriminatory practices within our organisation;

- identifying and adopting policies and procedures which enhance EEO in the workplace;
  - providing support for employees through EEO networks which will assist managers to identify and eliminate policies and practices that work against equality in the workplace;
  - providing equal opportunities in all aspects of employment including recruitment, selection, training and career development.
- 2.3 No employee or applicant shall gain any advantage or suffer any disadvantage by reason of their race, colour, ethnic or national origin, marital, family or employment status, disability, religious, and ethical beliefs or political opinions or by reason of their age, sex or sexual orientation as stated in Part 2 Section 21 of the Human Rights Act 1993.
- 2.4 Neither discrimination or harassment will be tolerated within our organisation, either by employees, volunteers, customers, or contractors/service providers.
- 2.5 This policy shall apply to all applicants for vacancies, volunteers, contractors/service providers, and all employees of Kāpiti Coast District Council.

### 3. RELATED POLICIES

- Health & Safety Policy and Health & Safety Policy Statement
- Preventing & Responding to Workplace Bullying Policy
- Recruitment & Selection Policy
- Remuneration Policy
- Code of Conduct
- EAP Policy

### 4. DOCUMENT HISTORY

Version	Date	Policy Owner	Description of Change	Approved By
1	Sept 2004	HR	2 yearly review - no substantial changes	CE
2	Jan 2010	HR	New format	CE
3	January 2020	HR	General review and update for consistency in references	CE

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Approved SLT 3 February 2020.



## KAPITI COAST DISTRICT COUNCIL: CORPORATE POLICY

CORPORATE POLICY TITLE:	Preventing and Responding to Workplace Bullying		
GROUP RESPONSIBLE:	Organisational Development – Health and Safety		
POLICY NO:	HR- 16 - 044	PAGES:	14
APPROVAL DATE:	ORIGINALLY APPROVED:	CURRENT VERSION APPROVED:	NEXT REVIEW DUE:
	New Policy	December 2016	December 2021

### 1. INTRODUCTION

Kāpiti Coast District Council is committed to providing a work environment that will actively discourage bullying or any other undesirable behaviour in the workplace. The Council is firm in its position that every worker has the right to come to work and be treated fairly, with dignity and respect without exception.

### 2. OBJECTIVES

This Policy aims to provide guidance for how to identify, report, address and help prevent workplace bullying and other undesirable behaviour in our workplace. The Council recognises Bullying as a significant workplace hazard and that it has a duty to control all workplace hazards.

### 3. SCOPE

This policy applies to all Council Workers undertaking work for the Council. The policy scope is intended to also include all communication aids or devices.

### 4. DEFINITIONS

Workplace Bullying

For the purpose of this policy workplace bullying refers to **repeated** and **unreasonable** behaviour directed towards a worker or group of workers that creates a health and safety risk. **Repeated** behaviour is persistent and can include a range of actions over time. **Unreasonable** behaviour covers actions which a reasonable person wouldn't do in similar circumstances e.g. victimising, humiliating, intimidating, and threatening. A single incident isn't considered bullying but can escalate if ignored.

Undesirable Behaviour

For the purpose of this policy, 'undesirable behaviour' refers to harassment, discrimination, and violence which can be part of bullying but are not defined as bullying.

Harassment

Under the Harassment Act, harassment takes place when someone directs one or more specified acts at another person

(including watching, loitering, following, accosting, interfering with another person's property or acting in ways that causes the person to fear their safety) at least twice in a 12 month period. Harassment has the potential to cause humiliation, offence or intimidation. It is usually repeated behaviour but even one instance may cause reasonable concern.

Sexual Harassment	Unwanted attention of a sexually orientated nature. Implied or express promise of reward for complying with a sexually orientated request and/or an implied or expressed threat of reprisal for not complying with a sexually orientated request.
Violence	Acts of violence towards a person can be verbal (verbal abuse, threats, shouting, swearing) or physical (stalking, throwing objects, hitting, damage to property). Workplace violence is illegal, can be referred to the police, and charges can be laid under criminal law.
Discrimination	Behaviour that excludes or restricts a person or group from opportunities that are readily available to another/others.
Natural Justice	Duty to act fairly.
Principles of Natural Justice	The rights of both parties to a formal complaint should be protected by the principles of natural justice. These are: <ul style="list-style-type: none"> <li>• Freedom from bias on the part of the person making the decision/judgement; and</li> <li>• Transparency and fairness of the procedure</li> </ul>
Good Faith	In broad terms, this means that both employers and workers must: act honestly, openly, and without hidden or ulterior motives, raise issues in a fair and timely way, be constructive and cooperative; be proactive in providing each other with relevant information and consider all information provided
Worker	An individual who carries out work in any capacity for Council including work as: <ul style="list-style-type: none"> <li>• An employee; or</li> <li>• A contractor or subcontractor; or</li> <li>• An employee of a contractor or subcontractor; or</li> <li>• An employee of a labour hire company who has been assigned to work at Council; or</li> <li>• An apprentice or trainee; or</li> <li>• A person gaining work experience or undertaking a work trial; or</li> <li>• A volunteer worker.</li> </ul>

## 5. WHAT IS BULLYING

- 5.1 The Council will work to the Worksafe NZ definition of Workplace Bullying as is provided for in the definition section of this policy, in short bullying refers to:
- Repeated behaviour – means persistent and can include a range of actions over time; and
  - Unreasonable behaviour – covers actions which a reasonable person wouldn't do in similar circumstances.

5.2 Both sets of bullying behaviours can be broken down further into direct personal attacks and indirect attacks;

- Examples of **Direct** bullying are: belittling remarks, ignoring, excluding, silent treatment, isolating, ridiculing, shouting, threats of violence, insults, public humiliation, persistent and public criticism. (Refer to Appendix 1)
- Examples of Indirect bullying are: unachievable tasks, impossible deadlines, unmanageable workloads, setting up to fail, meaningless tasks, unpleasant jobs, undermining, with holding or concealing information, undervaluing, unreasonable monitoring. (Refer to Appendix 1)

5.3 Further, Workplace Bullying happens at all levels and isn't limited to managers targeting staff. It can exist between colleagues, clients or customers. Types of Workplace bullying are:

- Institutional Bullying – an organisations norms allow behaviour which causes offence or under stress to others without concern for the consequences or their wellbeing;
- Bullying from Managers – Manager deliberately and repeatedly targets an employee;
- Bullying of Managers – employees engaged in bullying manner to managers usually by withholding cooperation or communication; and
- Bullying by colleagues – usually at the same or similar level and can include on-going unwelcome comments, gestures or conduct , physical, degrading or threatening behaviour, abuse of power, isolation, discrimination or put downs.

## 6. WHAT BULLYING ISN'T

6.1 Bullying isn't any of the following:

- one-off or occasional instances of forgetfulness, rudeness or tactlessness;
- setting high performance standards because of quality or safety;
- constructive feedback and legitimate advice or peer review;
- a manager requiring reasonable verbal or written work instructions to be carried out;
- warning or disciplining employees in line with the workplace's code of conduct; or
- a single incident of unreasonable behaviour (but it could escalate).

6.2 Bullying is described as a type of undesirable behaviour. Other types of behaviour that fit the definition of undesirable behaviour are discrimination, harassment and violence, these differ to that of bullying and are not defined as bullying behaviours but can and do have procedures attached to assist resolution. They can be addressed through legislation such as the Health and Safety at Work Act 2015, the Employment Relations Act (ERA), the Human Rights Act (HRA), the Harassment Act (HA) or Criminal Law.

6.3 Worksafe NZ can also be called to assist resolution of all types of undesirable behaviour at any time, not just bullying behaviour.

### **Reasonable Management Action**

6.4 Reasonable management actions directed at an employee can't be construed as bullying as long as such actions are delivered in a reasonable way.

## 7. RESPONSIBILITIES

7.1 Everyone in a workplace has a role to play to prevent and manage bullying. There are some specific roles within our workplace that have clear responsibilities for preventing and responding to workplace bullying. These are outlined below:

### **7.1.1 As the Employer, the Council is required to:**

- understand its duties under the HSWA Act, HRA and ERA legislation;
- develop a culture where bullying cannot thrive, including bullying from clients or customers;
- create, reinforce, monitor and review policies, and processes against bullying;
- identify hazards associated with bullying and put controls in place;
- create complaint-handling processes;
- take complaints seriously and listen without judgement;
- ensure staff and managers are trained in bullying processes and policies; and
- ensure an effective and timely response to allegations of bullying.

### **7.1.2 Human Resources are required to:**

- use robust recruitment practices to ensure the best opportunities to hire the right people for the role ensuring employment references are appropriate and completed;
- use appropriate pre-employment tools;
- raise awareness of bullying behaviours by ensuring open communication systems ensure staff are educated about them;
- work collaboratively with managers to maintain and update policies and processes and ensure staff are trained in them;
- have performance management processes that provide opportunity to measure behaviour against the code of conduct;
- ensure opportunities for managers of staff to be properly trained and training records held;
- have processes in place for both formal investigations and informal resolutions;
- follow up on complaint responses and be proactive with solutions; and
- analyse workplace information for indicators of bullying; contribute to a positive workplace by demonstrating positive behaviours i.e. not engaging in bullying behaviour.

### **7.1.3 Managers/Supervisors/Team Leaders are required to:**

- seek help if unclear how to proceed;
- record and investigate complaints fairly;
- support positive culture change programmes; lead by example;
- look for ways to create and sustain a positive workplace that is pleasant, fair rewarding and positively challenging;
- identify hazards associated with bullying and put appropriate controls in place;
- take complaints seriously and listen without judgement;
- ensure all staff are aware of this policy and know what to do, H&S Reps will assist with staff education regarding this policy;
- look for informal solutions before escalating an issue to higher levels, i.e.: mediation or investigation;
- ensure workplace processes and systems are fit for purpose;
- work collaboratively to create, reinforce, monitor and review policies and processes against bullying;
- ensure an effective and timely response to allegations; and
- contribute to a positive workplace by demonstrating positive behaviours i.e. not engaging in bullying behaviour.

### **7.1.4 Health and Safety Representatives are required to:**

- understand bullying issues and where to get information and support;
- help to develop the organisation's policies and processes that limit bullying;
- support people who report a bullying incident;
- advise senior manager about any factors that could lead to bullying; promote a positive work culture and help in any initiatives to improve it; and

- contribute to a positive workplace by demonstrating positive behaviours i.e. not engaging in bullying behaviour.

#### **7.1.5 Employees are required to:**

- report incidents of bullying against themselves or a colleague, and keep records of behaviours;
- support fellow workers experiencing bullying;
- where possible, speak up about instances of bullying or inappropriate behaviour they witness;
- look for informal ways to resolve incidents;
- learn and follow the policies and processes that limit bullying; and
- contribute to a positive workplace by demonstrating positive behaviours i.e. not engaging in bullying behaviour.

### **8. PROCEDURES**

8.1 The Council will communicate this Policy to all employees through education on all aspects of workplace bullying i.e:

- Understanding what is Bullying Behaviour (Refer to Appendix 1)
- Reaching a conclusion as to whether it is bullying behaviour (Refer to Appendix 2)
- What the employee can do about being bullied (Refer to Appendix 3), including: -
  - Informal resolution Process – Low Key Management (Refer to Appendix 4)
  - Formal resolution process – Lead by Manager/HR – structured process (Refer to Appendix 4);
- Key Points regarding complaints procedures (Refer to Appendix 5)
- Notifying Managers of Bullying Behaviour (Refer to Appendix 6)

8.2 The Council will take appropriate steps to protect the complainant from the respondent.

8.3 When dealing with an allegation of undesirable or unreasonable behaviour, the Council will treat all matters seriously and investigate promptly and impartially.

8.4 The Council will ensure appropriate confidentiality, use the principles of natural justice, keep good documentation and seek the use of resolution specialists when required.

8.5 The Council will determine whether a low-key approach or a formal approach is appropriate. In determining which approach is appropriate to the situation, the Council will take into account the wishes of the complainant.

8.6 If a formal approach is taken, the organisation will:-

- Keep written records;
- Inform the Respondent of the complaint;
- Explain to both parties the process, timeframe for investigations, rights to support; requirement for confidentiality and non-victimisation, outline possible outcomes;
- Interview the complainant, the respondent, and any witnesses or relevant parties.
- Collect any factual evidence;
- Consider the evidence and decide whether the allegations amount to bullying or harassment or something else;
- Communicate outcomes to all parties in writing; and
- Monitor any implemented recommendations and monitor the effectiveness to ensure no further repetitions.

### **9. SUMMARY OF RIGHTS**

9.1 Rights of the Complainant:

- to have fair and impartial treatment and process;
- to express their view on whether their complaint will be treated formally or informally;
- to have their complaint investigated and conciliated if required;
- to have support or representation throughout the process;
- to express concerns without fear of retribution or of suffering detriment;
- to withdraw a complaint;
- to have the situation remedied; and
- to privacy – to have the matter kept confidential on a “need to know basis”.

## 9.2 Rights of the Respondent:

- to have fair and impartial treatment and process;
- to express their view on whether the complaint will be treated formally or informally;
- to be informed of the details of the allegations;
- to respond to the allegations;
- to be protected from defamation and malicious or vexatious complaints;
- to have support or representation throughout the process;
- not to be dismissed unfairly or otherwise treated unfairly, harshly or unreasonably (taking into account all the circumstances.); and
- not to be prejudged or discriminated against.

## 10. RESPONDENT

- 10.1 The Rights of the Respondent of a bullying complaint are clearly set out above and must be adhered to at all times. In addition, the Council will ensure confidentiality is maintained and limited to only those who are required to have input into the investigation or resolution process for a formal complaint. For an informal complaint, the respondent and complainant will discuss and agree on terms for resolution.
- 10.2 The respondent will have the same access to EAP services as that of the complainant and they will be treated fairly at all times. They are able to seek support from that of a health and safety representative, union delegate, manager, colleague, friends, family, that they trust.

## 11. REMEDIES TO A FORMAL COMPLAINT

- 11.1 The behaviour stops and more respectful behaviour is put in place and maintained.
- 11.2 If the investigation assesses the complaint to be of “a serious nature” disciplinary action in accord with the Council’s staff Code of Conduct may need to be considered. Where disciplinary action is the outcome, the provision of other Council policies/procedures may apply.

## 12. UNSUBSTANTIATED COMPLAINTS

- 12.1 If the complaint is not substantiated the following outcomes may be considered:
- both parties informed of the findings and relevant reasons;
  - the complainant will be advised that if they are not satisfied with the outcome, they can lodge a complaint either internally through Human Resources or externally through other statutory bodies such as Work Safe NZ – [www.worksafe.govt.nz](http://www.worksafe.govt.nz) or Human Rights Commission – [www.hrc.co.nz](http://www.hrc.co.nz).

## 13. REGULATIONS AND REFERENCES

- Health and Safety at Work Act 2015
- Employment Relations Act 2000
- Human Rights Act 1993

- Privacy Act 1993
- Harassment Act 1997

#### 14. RELATED COUNCIL POLICIES AND DOCUMENTS

- Open for Business - Caring, Dynamic and Effective values
- Our Performance Standards
- Health and Safety Policy
- Code of Conduct
- Employment Agreements
- Employee Assistance Policy

#### 15. ATTACHMENTS

- Appendix 1 – Identifying Bullying behaviours
- Appendix 2 – Am I being Bullied?
- Appendix 3 – What can I do about being Bullied?
- Appendix 4 – Informal and Formal Complaints Process
- Appendix 5 – Key points about the Complaint Process
- Appendix 5 - Notification of Undesirable Behaviour

#### 16. REVIEW PROCESS

This policy is to be reviewed every 5 years.

#### 17. POLICY HISTORY

VERSION	DATE	POLICY OWNER	BRIEF DESCRIPTION OF CHANGE	APPROVED BY
1	Dec 2016	Health & Safety	New	CE

#### 18. POLICY AUTHOR

AUTHOR NAME:	Jill Dallinger
AUTHOR POSITION:	Health and Safety Advisor

#### 19. SLT APPROVAL

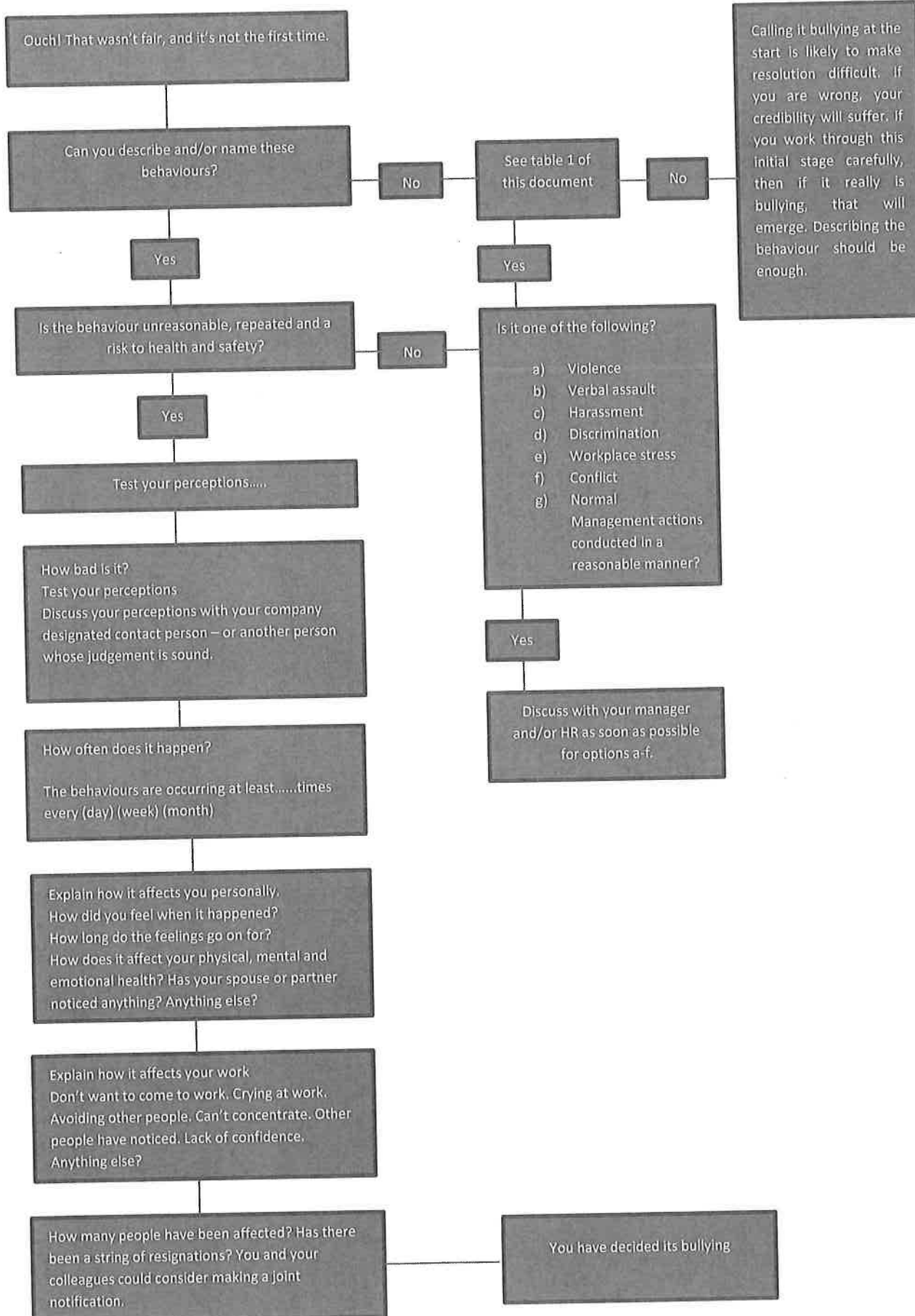
CHIEF EXECUTIVE NAME:	Pat Dougherty
CHIEF EXECUTIVE SIGNATURE:	Approved 2 February 2016
DATE:	



Personal Attacks (Direct)	Task-related attacks (Indirect)
Belittling remarks – undermining integrity – lies being told – sense of judgement questioned – opinions marginalised	Given unachievable tasks – impossible deadlines – unmanageable workloads – overloading – “setting up to fail”
Ignoring – excluding – silent treatment – isolating	Meaningless tasks – unpleasant jobs – belittling a person’s ability - undermining
Attacking a person’s beliefs attitude, lifestyle or appearance – gender references – accusations of being mentally disturbed	Withholding or concealing information – information goes missing – failing to return calls or pass on messages
Ridiculing – insulting – teasing – jokes – “funny surprises” - sarcasm	Undervaluing contribution – no credit where it’s due – taking credit for work that’s not their own
Shouted or yelled at	Constant criticism of work
Threats of violence	Underwork – working below competence – removing responsibility – demotion
Insulting comments about private life	Unreasonable or inappropriate monitoring
Physical attacks	Offensive sanctions – e.g. denying leave
Public humiliation	Excluding – isolating – ignoring views
Persistent and/or public criticism	Changing goalposts or targets
Using obscene or offensive language, gestures, material	Not giving enough training or resources
Ganging up – colleagues/clients encouraged to criticise you or spy on you – witch hunt – dirty tricks campaign – singled out	Reducing opportunities for expression – interrupting when speaking
Intimidation- acting in a condescending manner	Sabotage
Intruding on privacy, e.g. spying, stalking, harassed by calls when on leave or at weekends	Supplying incorrect or unclear information
Unwanted sexual approached, offers or physical contact	Making hints or threats about job security
Verbal abuse	No support from manager
Inaccurate accusation	Scapegoating
Suggestive glances, gestures or dirty looks	Denial of opportunity
Tampering with personal effects – theft – destruction of property	Forced or unjustified disciplinary hearings
	Lack of role clarity
	Not trusting

*This table puts common bullying behaviours in two main categories – attacks that are direct and personal, or indirect and task related. When using this table to decide if what you are experiencing or witnessing is bullying, ask yourself if the behaviour is unreasonable, repeated and health endangering. To be classified as bullying it usually needs all three aspects.*





Think carefully about your situation. Consider:

- What you want the outcome to be
- The power balance between you and the person
- The other person's intent
- Whether you have contributed to the situation
- The consequences of each approach
- The likely reaction of your manager and the person you make your report to

No

Try a low key solution

There are many low key solutions. Some examples can be found on pages 19-29 of the Preventing and responding to workplace bullying guidelines as developed by Worksafe NZ [WWW.worksafe.govt.nz](http://WWW.worksafe.govt.nz).

- Refer to the Council's Code of Conduct
- Talk to the person directly
- Talk to someone you trust and decide on a course of action.

Did a low key solution work?

Yes

Situation Resolved

No

Get expert advice

- You may want to seek advice from Citizens Advice Bureau, health and safety workplace representatives or designated contact person, EAP counsellor, Union, GP or lawyer.

Did seeing expert advice resolve the situations?

Yes

Situation Resolved

No

Talk to your manager or Human Resources

- Your manager may help you address the issue.
- If your manager is the problem, you can talk to Human Resources about the correct process to follow.
- MBIE offers an early assistance through the Mediation Service.

Did talking to your manager or Human Resources work?

Yes

Situation Resolved

No

Lay a complaint

Refer to the behaviour when making a complaint rather than using the word bullying.

- Investigation completed by an independent person and recommendations made
- Mediation through MBIE or workplace.

Did the complaint work?

Yes

Situation Resolved

No

Try one or more of the following:

- Mediation
- Personal grievance
- Employment Relations Authority
- Worksafe NZ health and safety inspectorate

**Informal Complaints Process**

The informal disputes emphasis is on resolution rather than the presentation of factual proof or substantiation of a dispute. Informal disputes are those that can be resolved by the complainant or through discussion between the parties. Informal disputes do not require a formal investigation process. The aim of an informal process is to stop the bullying behaviour and restore the parties to a productive working relationship.

Informal process may involve a facilitator or mediator with the aim of resolving concerns through dialogue and without a formal complaint. This process is not disciplinary and doesn't disadvantage those involved. Informal options include:

- if the complainant is comfortable addressing the respondent directly, a clear message should be given including specific feedback on the aspects of behaviour that were offensive and unacceptable (i.e.: how the behaviour made them feel);
- if further instances occur, the complainant should record all details and report to their manager/Council designated person, Health and Safety Representative or Union delegate;
- report to the manager - the manager is then responsible for identifying and mitigating any risk;
- report to the manager and agreeing to early mediation which will possibly result in an agreement understood by all parties (can be written or a simple handshake);
- seeking advice and support from the designated Council contact person, a health and safety representative, a union delegate, a manager or Human Resources;
- mediation - asking a third party to talk to the person accused of bullying behaviour, or talking to them directly being mindful of personal safety and possible reprisals;
- resolution – achieved when the complainant is satisfied the behaviour has stopped. If the allegations are denied or a satisfactory resolution cannot be achieved through informal process the complainant can choose to pursue the dispute through a formal process.

**Formal Complaints Process**

A formal complaint is generally verbally raised with the Supervisor/Manager in the first instance – unless the complaint is related to the manager/supervisor then the complaint should be initially raised with HR. Following this discussion, details of the complaint should be put in writing to enable a formal investigation to commence. The investigation will determine whether there is factual proof or substantiation to the complaint. Steps are as follows:

- Employee verbally advises Manager/Supervisor/HR;
- Manager/Supervisor/HR will assist the complainant to submit their written complaint;
- Manager/Supervisor/HR will assist in taking all practicable steps to enable confidentiality to be maintained and all parties are supported;
- Employee or their representative lodges the written complaint with HR who will appoint an impartial investigator;
- The Council will respond with a timetable for investigating the complaint, how the complaint will be investigated, who will be present in that process, rights of each party, support for each party and any interim measures required to ensure the safety and welfare of all parties during the investigation;
- HR will arrange an investigation and the investigator will gather information from all parties including witnesses to determine the facts;
- Investigator will provide a written report on their findings and recommended solutions to HR;
- HR will meet with each party to discuss the findings and provide a copy of the report, they will also outline the next steps should the findings be disagreeable to any of the parties;
- If the allegation is upheld, the Council must address the bullying behaviour, make the person behaving in a bullying manner accountable for their conduct and take all practicable steps to protect the complainant from any further bullying or reprisals;
- The Manager/Supervisor will review the effectiveness of the agreed changes to both parties for a period of time after the resolution;
- Alternatively contact can be made directly with Work Safe NZ Bullying Response Team by calling Freephone 0800 030 040 if you disagree with the parameters of the Council Preventing

and Responding to Workplace Bullying Policy. They will provide advice to you and make contact with your employer if required.

**If the issue is not resolved:**

- If the matter is considered unresolved to the satisfaction of either party, the matter can be referred to the Work Safe NZ response team where an investigator will make contact to determine if further investigation is required. **(Work Safe NZ's contact centre on 0800 030 040) or refer to the Employment Relations Authority.**

**Mediation**

- Mediation can be used informally or formally in addressing resolution to bullying matters. It means that a trained mediator sits with all parties to try and get an agreement and a way forward. If parties cannot reach an agreement, a formal investigation may continue.
- Mediation is free in most cases with external mediation available from the Ministry of Business, Innovation and Economics (MBIE), Employment Relations Authority (ERA) and the Human Rights Commission.

The Guidelines for the Identification & Management of Workplace Bullying  
Worksafe NZ Best Practice Guidelines 2014 for Preventing and responding to workplace bullying has been the key reference tool in the development of the Council Corporate Policy and processes for Preventing and Responding to Workplace Bullying.

**Confidentiality** – Any allegation of bullying, discrimination or harassment will be treated in confidence however there will be a requirement, through natural justice, for the complaint to be shared as appropriate for each situation. The Council will exercise confidentiality for its procedures in order to protect the rights and welfare of all those involved in a complaint resolution process. If an allegation of bullying, discrimination or harassment is made, information will only be provided to people who need to know or other relevant people such as witnesses. All information relating to an investigation will be stored securely.

**Defamation** – A person should not be deterred from making a complaint of bullying, discrimination or harassment because of concerns about defamation laws. Generally if an aggrieved person confines discussions to the appropriate people and is acting in good faith, that is, not making the complaint out of spite or malice, or making accusations in the public arena, then the person is not likely to be liable for defamation.

**Allegations of unlawful discrimination, harassment or bullying** are serious matters and can potentially damage an individual's reputation. To minimise the risk of defamation it is important to maintain confidentiality and involve as few people as possible in the dispute resolution process.

**False accusations** – False allegations made by employees of bullying, discrimination or harassment will be viewed seriously and if found to be malicious may expose the employee to risk of disciplinary action in accord with the Councils Staff Code of Conduct.

**Impartiality** – The procedures will be conducted in a fair and equitable manner at all times. No judgements or decisions will be made until all relevant information has been obtained and reviewed and considered.

**Victimisation** – will not be tolerated against a person who has:

- made, or intends to make a complaint;
- been, or intends to be a witness;
- been the subject of a complaint;
- is a support person to any of the parties involved in a complaint;
- is involved in resolving a complaint; or
- acted in good faith in bringing information or making an allegation.

**Time Frames** – The Council is committed to ensuring that all disputes, both informal and formal are addressed efficiently and in a timely manner. Any concerns regarding the timeliness of a complaint process should be directed to Human Resources.

**Support person** – A support person is responsible for providing assistance to the complainant or the respondent of a bullying, discrimination or harassment complaint. A support person may be a family member, advisor, H&S Representative of a co-worker. The support person's role is to be conducted in the spirit of conciliation as well as fair and equitable outcomes. They are also bound by the requirement for confidentiality and cannot act as a witness and a support person in the same complaint.

**Counselling and support** – A complainant or a respondent may wish to seek counselling or assistance from someone independent to the Council. Council is committed to assisting its employees to maintain optimum health and one way we are able to this is by providing an external service which can assist its employees resolve their problems, issues or difficulties they may have personal or otherwise, while ensuring confidentiality is maintained.

The Council's Employee Assistance Programme (EAP) provides confidential counselling support to all employees who have matters of concern that may be disrupting their work and/or home life. Qualified professional counsellors are provided to enable employees every opportunity to resolve or come to terms with their issues.

**NOTIFICATION OF BULLYING****Appendix 6**

This notification is about behaviour that has distressed me. The essential details are recorded below.

Name: \_\_\_\_\_

Is supporting information attached?

Yes / No

Summary of the behaviour: (details, times, dates, public or private interactions)

Relationship of person to me: (e.g. manager, colleague or customer)

It's unreasonable because:

Its repeated because:

It's endangered my health because:

How it's made me feel:

How it's affected my work:

Low-key solutions I've considered are:

The outcome of that consideration was:

Corporate Policy Title:	RECRUITMENT AND SELECTION POLICY		
Policy No:	HR - 20	Pages:	1 - 48
Group Responsible:	Organisational Development		
Date Adopted:	2018		
Next Review Date:	February 2023		
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## 1 POLICY OBJECTIVES

The Recruitment and Selection Policy is intended to:

- clarify the responsibilities of managers when recruiting staff;
- encourage and promote a consistent, fair and transparent recruitment and selection process and enables the Council to identify and appoint the right person for the role; and
- help the Council meet its obligations as a good employer under the Local Government Act 2002 and the Employment Relations Act 2000.

### 1.1 Scope

This Policy applies to **ALL** Council job vacancies.

### 1.2 Exceptions

Exceptions under this policy are granted only by the Chief Executive.

## 2 DEFINITIONS

For the purposes of this policy the definition of Council vacancies includes permanent full time positions, permanent part time positions, fixed term positions, secondment appointments and casual roles.

**'FTE'** – *Full Time Equivalent*: an approved permanent full time equivalent role which has an existing approved salary budget.

**'FTC'** – *Fixed Term role*: an approved part time or full time role for a fixed period of time for a specific purpose and with a temporary approved salary budget. An FTC role may be used to temporarily back-fill a FTE vacancy or used as a temporary resource to assist in managing work program delivery at peak times or in association with project deliverables.

**'LTP process'** – Council's Long Term Plan process which approves any increases in current FTE and increases to salary budgets for the following financial year.

**'Specific identified roles'** – includes Group Manager, Senior and/or Technical Specialist roles.

**'Contractor'** – an individual (or organisation) engaged to provide specialist or technical services to the Council. A Contractor is not an employee but is expected to comply with the Council's policies and procedures. Where a Contractor is being engaged for non-major works, the Council's engaging manager is required to complete the 'employee versus contractor' assessment with an HR Advisor prior to procurement of that contractor.

## 3 POLICY

This Policy should be read in conjunction with other Council policies, including but not exclusive to: Recognition and Reward Policy, Our Standards, Staff Code of Conduct, and the Drug and Alcohol in the Workplace Policy.

### 3.1 General

3.1.1 All recruitment for the Council is managed 'in-house' through the Organisational Development team. Human Resources (HR) Advisors will assist the hiring manager throughout the process.

3.1.2 For specific identified roles an external recruitment agency may be engaged to manage the process on behalf of the Council. An HR Advisor will be the liaison between the

hiring manager and the agency representative to ensure all relevant, current documentation is available and the process carried out is consistent with the Council's requirements.

- 3.1.3 The Council is committed to operating within its current staffing levels. This cap is set annually through the LTP process. Any vacancy that arises must be reviewed with this cap in mind.
- 3.1.4 Any position above the cap will generally be for work funded out of a project budget and be conducted under a fixed term employment basis. The funding source should be clearly identified in the business case included in the Approval to Recruit memo (**Appendix 2**).
- 3.1.5 Approval to recruit must be approved in writing by HR and the Group Manager or CE before recruitment can commence.
- 3.1.6 There will always be an HR representative on all interview panels unless extenuating circumstances apply and this has been approved by the Organisational Development Manager.
- 3.1.7 Following completion of the recruitment and selection process, no offers of employment can be made until HR and Group Manager have approved, in writing, the Approval to Offer and Appoint (**Appendix 9**). Where the offer is being made to an external applicant, the Approval to Offer and Appoint cannot be actioned until the drug and alcohol screening test has been completed in a timely manner and to the Council's satisfaction.
- 3.1.8 Employment cannot commence until all completed documentation and the signed employment agreement is received and actioned by HR. HR will send an email notification to the hiring manager and other relevant staff (eg: ICT, Records) to confirm all documents are returned and the commencement date for the new starter.
- 3.1.9 Internal candidates must be assessed the same way as external candidates using the same selection criteria for shortlisting and consideration for interview. Internal applicants are required to submit a cover letter, CV and Application Form for any vacancy applied for.
- 3.1.10 All applications are required to be submitted via EMAIL and managed by the Executive Secretary.

## **4 Procedure**

Refer to Recruitment Flow Chart at **Appendix 1**. This flow chart provides an overview of the key requirements of our organisations recruitment process.

### **4.1 Approval to recruit**

- 4.1.1 Before seeking approval to recruit (**Appendix 2**) and commencing advertising, the job description needs to be reviewed and sized. HR will assist with the review and will complete the job size task.
- 4.1.2 The hiring manager will complete the Approval to Recruit in collaboration with HR.

### **4.2 Advertising**

- 4.2.1 We have a set format for our adverts and the HR team will work with the hiring manager to develop the job advert and confirm advertising requirements. HR will load the vacancy

online and arrange other media placement.

- 4.2.2 Once the advert is posted HR will send an email to the hiring manager and Executive Secretary advising the detail and status for the vacancy.

#### **4.3 Role of Executive Secretary (refer also to Appendix 14)**

- 4.3.1 The Executive Secretary will manage the application process on behalf of the hiring manager, this includes:

- Receiving and acknowledging the applications (**Appendix 3**)
- Compiling the Applicant List (**Appendix 4**)
- Holding all applications until the process is complete and the preferred candidate has worked in the role for one month.
- Screening applications on receipt. Incomplete or late applications should be noted in the Applicant List and are not generally copied for distribution to the panel for consideration.
- Collating and making copies of applications for the panel to complete the shortlisting process.
- Sending emails to shortlisted and non-shortlisted applicants.
- Arranging interviews.

- 4.3.2 Two adverts will be used where a position is advertised externally. A full advert to feature on the Council website, and a brief advert on our intranet to link back to the Council website. Usually we don't advertise in print media because it's very costly and our research indicates most applicants see our vacancies on line. The exception is for specific generic roles which are more suited to the local newspapers in terms of the target audience.

#### **4.4 Interview Panel**

- 4.4.1 The hiring manager should chair the panel and confirm an HR representative and one other person. Depending on the role it may be appropriate to include an external panel member – such as someone from another council who has experience in the area being recruited for.
- 4.4.2 The panel is responsible for ensuring that a consistent process is undertaken in accordance with the Council policy and procedures, and all documentation is completed and kept confidential.

#### **4.5 Shortlisting**

- 4.5.1 All applications should be shortlisted by the panel to agree on a final 3-4 candidates for interview. An example of shortlisting criteria is included in **Appendix 5**. The criteria should contain objective criteria against which a written application can be measured and reflect the skills and attributes in the job description required to deliver the key deliverables.
- 4.5.2 Shortlisting needs to be done collaboratively by all panel members. Some roles have such a specific technical component that the hiring manager may need to do a 'first cut' prior to distributing the applicant documentation to the other panel members. Where this is the case, in the interests of transparency and fairness, the hiring manager needs to explain to the panel why certain applicants have not been included.

- 4.5.3 It is essential that each applicant has submitted a completed application form. This is a legal document and may be relied on at a later date. A CV is not a legal document. It is OK for an applicant to withhold their referee information until further down the process.
- 4.5.4 Incomplete and/or late applications are not usually considered for initial shortlisting. If there are no suitable candidates in the first round of shortlisting, you may consider including late applications in the second review.
- 4.5.5 Criminal convictions – where the applicant has indicated a conviction or states they are 'unsure', discuss this with the HR Advisor as further information will be required.
- 4.5.6 Disclosure of a health issue – where the applicant has indicated they have/may have a health issue, do not proceed until you have discussed this with the HR Advisor. This is to enable risks around the sharing of private information to be appropriately managed.
- 4.5.7 Once an initial shortlist is agreed, telephone screening (**Appendix 6**) should be undertaken. This is an excellent tool to use where there are several excellent candidates on paper. To ensure expectations of both candidate and hiring manager are effectively managed, taking 5 minutes to complete telephone screening provides more robust information to consider in the shortlisting process and saves unnecessary interviews where there has been misinterpretation of the remuneration expectations and/or the role requirements.

## **4.6 Interviews**

- 4.6.1 Once the shortlisted applicants for interview are confirmed the Executive Secretary will organise the times/dates/venue for interviews. The hiring manager will collate the interview questions in collaboration with the HR representative. The interview question template (**Appendix 12**) contains questions which are required to be asked of all interviewees and enables you to add the job specific competency questions. A range of examples of behavioural questions are included in **Appendix 15**. Please work with your HR Advisor to finalise questions.
- 4.6.2 Comparisons between applicants are part of the process and it is important to take a consistent approach with all interviewees. Cover the same ground with all of them, ask them the same questions in the same way, and keep the interview related to the job and the organisation as far as possible.
- 4.6.3 Practical assessment - there are a number of other tests you can require a person to undertake as part of the selection process. HR will be able to help you with these. For example:
- Psychometric testing
  - Literacy tests
  - Numeric tests

If a practical assessment or presentation is part of the process the interviewees should be given a reasonable amount of time to prepare.

- 4.6.4 The Council uses behavioural interviews (**Appendix 13**). The interview is only one type of selection technique but, in most cases, will be a key contributor to the selection

decision. Effective job interviews are two-way exchanges — designed to ensure that both the employer and the prospective employee have adequate opportunity to learn about each other and help the organisation decide whether an applicant will “fit” with the organisation, its values, style and its people.

- 4.6.5 Often you will undertake a two stage interview process. Discuss the options with your HR representative who will recommend and advise good practice to ensure you get the opportunity to identify the best candidate for the role.

- 4.6.6 At the conclusion of the interview, the panel chair will advise the candidates that if they are a preferred candidate they will be required to undertake the pre-employment drug and alcohol test. HR will coordinate this and advise them accordingly.

The panel chair will also advise candidates that if they are a preferred candidate they will be given the opportunity to contact their referees in the first instance and let them know to expect a call within the next working day.

If there is any change from the information provided on the candidate’s application form, any revised referee details must be received from the applicant in writing (email). Using and relying on information from CV’s is not permissible due to issues of privacy and confidentiality.

#### **4.7 Candidate assessment**

- 4.7.1 The recruitment process typically produces large volumes of information. The challenge is to analyse all the information and impressions objectively and systematically, aiming to assess which of the candidates has the abilities and attributes required for successful performance in the job, and the behavioural and personality characteristics to fit into the organisation. **Appendix 7** contains an interview assessment form to assist with this analysis.

#### **4.8 Referee checks – a vital part of the process**

- 4.8.1 Once the panel have agreed the preferred candidate the panel chair contacts the applicant to let them know they are a preferred candidate. It is important not to make any offer of employment to the candidate at this point but to simply notify them they are a preferred candidate, no more.
- 4.8.2 The hiring manager has responsibility for undertaking the reference checks on the preferred candidate. The HR representative may undertake these on behalf of the hiring manager. Referees are used only to check information that applicants have provided about their past employment, abilities and experience. As far as possible, reference checking should be confined to factual material and to test any areas of concern the panel may have had. **Appendix 8** contains the Referee Questionnaire.

#### **4.9 Panel recommendation**

- 4.9.1 Once the drug and alcohol test and reference checks have been completed to the satisfaction of HR and the hiring manager and the panel is satisfied that the preferred candidate is still the best person for the role, the panel chair will make a recommendation to the Group Manager using the Approval to Offer and Appoint memo (**Appendix 9**).
- 4.9.2 A job offer cannot be made until the Group Manager has signed the Approval to Offer and Appoint memo.

#### 4.10 The job offer

- 4.10.1 Once the Group Manager has signed off the Approval to Offer and Appoint, the memo needs to be sent to HR to draft a letter of offer and employment agreement (IEA). A verbal offer can now be made to the successful candidate.
- 4.10.2 It is the panel chair/hiring manager's responsibility to call each of the unsuccessful candidates who were interviewed and offer feedback on the interview. HR can assist you in preparing for these conversations.
- 4.10.3 The hiring manager is responsible for ensuring **Payroll has been advised in writing if there have been any changes to the terms and conditions since the employment offer was signed and returned.** This is especially important if the candidate has accepted the offer, returned their documentation and then has pulled out or has had their start date changed. It is an audit requirement that Payroll must receive notice in writing to enter or terminate any employee in the payroll system.

### 5 RELATED POLICIES & DOCUMENTS

- Staff Code of Conduct (May 2015)
- Drug and Alcohol Policy (April 2018)

### 6 RELEVANT LEGISLATION

- Health & Safety at Work Act 2015
- Employment Relations Act
- Human Rights Act
- Privacy Act

### 7 AVAILABILITY AND REVIEW

This Policy will be made available on the Council's Intranet and in hard copy on request, and will be reviewed in accordance with the policy review cycle.

### 8 DOCUMENT HISTORY

Version	Date	Policy Owner	Description of Change	Approved By
1	May 2018	Organisational Development	Changing 'guideline procedures' document into a Policy document	CE/ SLT

### 9 Attachments

- Appendix 1 Recruitment Process flowchart
- Appendix 2 Approval to Recruit
- Appendix 3 Model email – confirming receipt of application
- Appendix 4 Applicant List
- Appendix 5 Shortlisting Criteria guidance
- Appendix 6 Telephone screening questions
- Appendix 7 Candidate Interview Assessment

- Appendix 8 Referee Questionnaire
- Appendix 9 Approval to Offer and Appoint
- Appendix 10 Model email - not shortlisted for interview
- Appendix 11 Model email – confirming interview INCLUDING notes for candidates on behavioural interviews
- Appendix 12 Interview Question template
- Appendix 13 Behavioural interview information
- Appendix 14 Executive Secretary reference
- Appendix 15 Example Interview Questions

SLT APPROVED 15 April 2019

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Wayne Maxwell  
**CHIEF EXECUTIVE**