



Staff Recruitment and Selection Procedure

Procedure Number
WCDHB-HR-0002

Version Nos:
9

1. Purpose

The West Coast District Health Board (WCDHB) recognises that its staff members are the single most important resource that it has. As a good employer (as defined by the State Sector Act 1988 and Amendments), the WCDHB will follow a transparent and fair procedure for the recruitment and selection of its staff.

2. Application

This Procedure are to be followed by all staff throughout WCDHB.

3. Definitions

There are no definitions associated with this Procedure.

4. Responsibilities

For the purposes of this Procedure:

the relevant **General Manager/Manager** is required to:

- initiate and oversee the recruitment and selection of new staff members.

the **Human Resources Department** is required to:

- support and assist the relevant Manager;
- ensure the recruitment and selection process complies with the relevant legislative and contractual obligations;
- co-ordinate the recruitment and selection process (including placement of advertisements).

the **Kai Arahi (General Manager Maori Health or Maori Representative)** is required to:

- be a member of the interview panel in any appointment of a senior staff member (i.e. General Managers, Heads of Department and Senior Managers), Maori positions and any other key positions.

the **Chief Executive Officer** is required to:

- authorise the establishment of any new position.

5. Resources Required

This Procedure requires the following resources:

- WCDHB Recruitment Flowchart
- WCDHB Request to Recruit Form
- WCDHB Relevant Position Description
- WCDHB New Position Template
- WCDHB Applicant Short-list Form
- WCDHB Interview Schedule
- WCDHB Appointment Details Form
- WCDHB Justification for Appointment Form
- WCDHB Reference Check Form
- WCDHB SMO Reference Check Form



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6. Process

1.00 Position Analysis

- 1.01 As a vacancy occurs an opportunity is provided to analyse the position and ascertain the need for replacement. The following questions should be considered:
- Is the position needed in its current form?
 - What would the effect of non-replacement be on service delivery?
 - Can the work be reallocated amongst existing staff members or eliminated entirely?
 - How much time does it need (what FTE is required)?
 - What sort of person does the position require?
 - Can the position be improved in any way?
- 1.02 Prior to any position being advertised, the relevant Manager must first discuss the proposed position with the relevant General Manager. Once they have received verbal approval from their General Manager, the Manager is to complete a WCDHB Position Justification Form and provide this to the PA for the Employment, Remuneration and Training (ERT) Committee.
- 1.03 If the position is approved at the ERT committee the position will be discussed at EMT to determine whether the position is approved. The outcome of this process will be communicated by the PA for the ERT committee to the manager. The signed paperwork will then be sent to the WCDHB Human Resources Department.

2.00 Advertising

- 2.01 Once approval has been given the hiring manager should proceed with the recruitment process and discuss with the WCDHB Human Resources Department.
- 2.02 The relevant WCDHB Human Resources Advisor, in consultation with the relevant General Manager for the associated service, will decide where to place advertisements, the cost of these requests, and possible alternative sources of staff (e.g. WINZ). The choice of advertising medium and size of advertisement depends on the type of position and applicants being sought.
- 2.03 The relevant WCDHB Human Resources Advisor, will work through the contracts approval process before arranging a new contract with a Recruitment Agency to fill the vacancy.
- 2.04 All vacancies to be advertised are to be finalised by noon on a Monday through the receipt of an electronic draft advert, WCDHB Position Description and approved WCDHB Position Justification Form. These vacancies will be advertised internally on Wednesday of the same week, and elsewhere as soon as is possible.
- 2.05 A minimum of 5 days from the date of advertising is to be allowed for individuals to make applications for the vacancy.



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2.06 Late applications for any vacancy may be accepted at the discretion of the relevant General Manager. The General Manager's decision to accept or decline late applications will be final.

3.00 Selection

3.01 The selection process will consist of the minimum of a short-listing process, an interview and reference checks for the preferred applicant/s. Other methods of selection such as psychometric testing, or assessment centres may be considered in some cases and discussed with the WCDHB Human Resources Department.

3.02 The Hiring Manager should be the intended Manager of the position being recruited for. The Hiring Manager will convene an interview panel. This shall comprise a minimum of two and a maximum of three staff. A minimum of one member of the panel will be from the Service/Department/Team where the vacancy is located. Where practicable, the panel should also be balanced in terms of gender and ethnicity.

3.03 Short-listing selection is to be based on the information supplied by candidates assessed against the criteria contained within the relevant WCDHB Position Description. A maximum of 6 applicants may be short-listed for the position. The WCDHB Short-listing Form is to be used when short-listing applicants.

3.04 Applicants who are short-listed will be invited to an interview by the relevant Manager. This will be followed up in writing by the WCDHB Human Resources Department stating:

- Interview time and date
- Venue with clear description of location
- Interview duration
- Format of interview (e.g. presentation, testing)
- Specific items to be brought to the interview (e.g. original proof of registration, annual practicing certificate and scope of practice, work permit)

3.05 Applicants who are not short-listed for interviews are to be notified in writing by the WCDHB Human Resources Department as soon as practicable after the short-listing process has been completed.

3.06 The WCDHB may assist with the travel expenses incurred by applicants required to travel to the interview. The relevant General Manager must authorize the travel arrangements with the WCDHB Human Resources Department making the necessary arrangements. Any receipts claimed by applicants must be authorized by the relevant General Manager and the Hiring Manager must take responsibility for the organizing of this reimbursement.

3.07 A period of 10 consecutive days is to be allowed between the closing date for the applications and the date of the interview.



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4.00 Interview

- 4.01 The Interview Panel will prepare the interview questions and plan the structure of the interview, prior to the interview taking place. The Interview Panel will be briefed before the interview and each member assigned to specific interview questions. Each applicant will be asked and given the opportunity to respond to the same questions. The Interview Panel must consist of the same members throughout the interview process.
- 4.02 It is the responsibility of the relevant Manager to ensure that only those questions which relate directly to the position requirements are raised during the interview. Personal questions are to be restricted to establishing whether or not there is any impediment to the applicant being able to work in the workplace.
- 4.03 Applicants may bring whanau/support group to their interview.
- 4.04 To ensure fairness and consistency, an interview structure will be followed whereby the applicant and supporters will be afforded courtesy and the opportunity for two-way communication:
- The panel will be introduced and their positions made clear;
 - The panel will check to ensure each applicant has been provided with a position description;
 - The panel will provide information about the WCDHB and conditions of employment;
 - The applicant will be given opportunities to ask questions and clarify detail;
 - The Manager will indicate when the interview has been completed and inform the candidate when to expect a response.
- 4.05 Panel members will individually score the applicant's performance during the interview using the marking guide underneath each question and the overall interview assessment sheet. Panel members will determine as a group which applicants they should undertake reference checks on.

5.00 Documentation

- 5.01 Ensure the candidate produces documented evidence of qualifications and eligibility to work in New Zealand and that the application form is fully completed. It is essential that the relevant Manager sights the applicant's registration certificate **and** Annual Practising Certificate (APC) prior to appointment. Copies of the document must be taken by the relevant Manager to be placed on the candidates' personal file.
- 5.02 The APC check is to include:
- That the APC is current
 - That the scope of practice recorded is consistent with the position being appointed
 - That any conditions on practice /limitations on the stated scope of practice are not a barrier to appointment



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6.00 Reference Checks

- 6.01 Reference checking of the preferred candidate/s must be conducted prior to an offer of employment.
- 6.02 Reference checks must be completed using the WCDHB reference check form (WCDHB SMO Reference Check Form for SMOs).
- 6.03 A minimum of two verbal reference checks from the candidates most recent and relevant employer/s or professional colleagues (minimum of 3 verbal reference checks for SMOs) is essential.
- 6.04 No referee is to be contacted without the prior consent of the applicant concerned. At least one referee must be the candidate's current manager/supervisor or most recent manager/supervisor if they are currently not work.
- 6.05 Any candidate that has been presented through a recruitment agency and is being offered a contract of less than six months may utilise the reference checks submitted by the recruitment agency, providing that the panel and the WCDHB Human Resource Advisor are happy with the quality of questions and that the referees checks fulfil the criteria mentioned above. However, the Hiring Manager reserves the right to contact the referees independently and complete reference checks/ask additional questions.

7.00 Offer of Employment

- 7.00 The panel members will decide whether the selection procedure has produced the right person for the right job. The relevant Manager may then proceed with the offer of employment.
- 7.01 An offer of employment can be made subject to the applicant demonstrating that they are eligible to work, that they have registration and that their scope of practice enables them to undertake the duties of the position. They will also be subject to a health check and may require a police clearance.
- 7.02 All applicants will be notified of the results of their interview in writing within one week by the Human Resources Department. To do this the Human Resources Department requires the following documentation:
- Interview notes and completed scoring
 - Two reference checks completed for the successful applicant (3 for the appointment of SMOs)
 - Completed WCDHB Justification for Appointment Form
 - Completed WCDHB Appointment Details Form
- In addition the following must be adhered to:
- The panel leader must verbally notify all unsuccessful candidates that were interviewed of the outcome of the interview process.



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- 7.03 The successful applicant will be contacted initially by telephone and an offer made verbally by the relevant Manager explaining terms and conditions.
- 7.04 The relevant Manager is to provide the WCDHB Human Resources Department with the terms and conditions of the employment offer through the completion of a WCDHB Appointment Details Form. A written offer of employment including terms and conditions will be sent by the WCDHB Human Resources Administrator to the successful candidate.
- 7.05 The letter of offer is to include specific wording stating that the offer of employment is subject to evidence of:
- Professional registration (where applicable)
 - Current APC (where applicable)
 - Valid work permit (where applicable)
 - Satisfactory health clearance.

8.00 Police Vetting

- 8.01 Specific services or roles may require that a police clearance is to be performed prior to an offer of employment being made. The applicant will be advised of this and asked to fill in the WCDHB Consent for Police Check Form.

9.00 Health and Safety Clearance

- 9.01 The preferred candidate will be required to undergo a pre-employment health screening process (*see WCDHB Pre-Employment Health Screening Procedure*). No candidate is to commence employment until the Health Screening process has been completed satisfactorily and a clearance has been provided by the Occupational Health and Safety Advisor. It is the relevant Managers responsibility to ensure that this process is completed satisfactorily.

10.00 Position Descriptions

- 10.01 A Position Description is a formal, written document that establishes role descriptions and expectations for the employee. Every WCDHB position requires a position description. Each WCDHB position description requires a description of:
- Position identification/title
 - The position's primary function or purpose
 - Key roles and tasks including expectations
 - Accountability
 - Functional relationships
 - Person specification
- 10.02 Key expectations should be relevant and enable the employee to understand the essential nature of their position by outlining the major areas of responsibility and their tasks. Where expected results are to be specified, and relevant and specific measures should be included.



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- 10.03 The person identified as the line manager to whom the position reports is the person responsible for the performance and development of the individual. If the individual reports to more than one manager or professional leader, one of those managers must be given the responsibility for performance and development.
- 10.04 The Knowledge, Skills and Ability section and Person specification form the basis of the selection process. These must be genuine requirements and must comply with legislative requirements of the Human Rights Act 1993, ensuring no inclusion of any reference to items that may be considered discriminatory. The Knowledge, Skills and Ability Section and Person specification should include:
- Qualifications essential and desirable for the role
 - Skills, knowledge, competencies and experience essential and desirable for the role
 - Personal attributes necessary to fit the role and the organisation
- 10.05 Person specifications should differentiate between required or essential criteria and those that are desirable.
- 10.06 A Position Description requires enough flexibility to adapt reasonably to changing needs and should be considered a living document that is altered over time as the job evolves.
- 10.07 Position descriptions should be reviewed annually in conjunction with the performance review process, and each time the position is vacated.

7. Precautions And Considerations

- ➔ WCDHB will follow a transparent and fair Procedure for the recruitment and selection of its staff in line with legislative requirements
- ➔ All aspects of the staff recruitment and selection process must accommodate applicants with disabilities.

8. References

- Health Professionals Competency Assurance Act (2003)
- Human Rights Act (1993) and Amendments
- Privacy Act (1983) and Amendments

9. Related Documents

- WCDHB Permanent Senior Medical Appointments Procedure
- WCDHB Request to Recruit / Advertise Form
- WCDHB Pre-Employment Health Screening Procedure
- WCDHB Health and Safety Declaration Form
- WCDHB Personal Details Form
- WCDHB Relevant Position Description
- WCDHB Reference Checklist
- WCDHB Appointment Details Form
- WCDHB Consent for Police Check Form



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Revision History	Version:	9
	Developed By:	Corporate Services: HR
	Authorised By:	Chief Executive Officer
	Date Authorised:	September 1998
	Date Last Reviewed:	April 2010
	Date Of Next Review:	April 2012