RECRUITMENT, SELECTION & APPOINTMENTS POLICY

Section	People and Organisation Development		
Approval Date	15.10.2019	**Approved by**	Executive Team
Next Review	20.12.2021	**Responsibility**	POD Manager
Last Reviewed	16.08.2019	**Key Evaluation Question**	6

PURPOSE

To ensure that NMIT:

- selects and appoints the best possible candidate with the most appropriate skills, qualifications and experience for the position to be performed;
- employs staff members in line with our Child Protection Policy;
- shows firm commitment to the principle of non-discrimination;
- appoints in a fair and equitable manner, based on merit;
- ensures that all employees and applicants for employment have equal employment opportunities regardless of gender, race, ethnic or national origins, marital status, sexual orientation, family responsibilities, physical or sensory disability, political and religious beliefs and activities (unless those activities are contrary to the polices of the Institute) or any other criteria;
- appropriately applies assessment criteria for the candidate relevant to the role;
- ensures starting salaries are aligned internally for parity purposes, fairly reflect workloads and meet the requirements of the respective current Collective Agreements;
- inducts the new employee appropriately as relevant to the job to be performed;
- applies fair, equitable and clear probation processes that are in line with the provisions of the current Collective Agreement.

CONTENTS

This policy includes the following sub-categories:

A - Staff Appointments
B – Equal Employment Opportunities
C - Staff Member Salary Assessment
D - Staff Induction
E - Academic Probation
F - Professorial Appointments

This policy should be read in conjunction with the associated procedure ***Recruitment, Selection and Appointments Procedure***, and relevant guidelines available on the People and Organisation Development (POD) team's Polly site.

SCOPE

Staff Appointments	Applies to all employees, with the exception of the Chief Executive. It also does **not** apply to temporary staff engaged via a recruitment agency
Equal Employment Opportunities	Applies to all employees and CFS individuals
Staff Member Salary Assessments	Applies to all employees. However, procedure will vary for employment category. i.e. Academic or Business Support
Staff Induction	Applies to all employees
Academic Probation	All tenured and limited-tenured ASMs. **Except**: short-term, limited-tenured ASMs (generally **in relieving positions**), part-time ASMs or those on a low FTE.
Professorial Appointments	Applies to the establishment of and appointments (including the promotion of NMIT staff) to the following positions: • Professor • Associate Professor Applies to the use of the following titles: • Professor • Associate Professor

DEFINITIONS

Definitions of specialist terms relevant to this policy/the relevant programme or business support area are listed below:

ASM	Academic Staff Member employed in a teaching or nonteaching academic position. The term ASM includes academic staff members, senior academic staff members (SASM) and principal academic staff members (PASM). Tutor is a generic term that can refer to academic staff members.
Associate Professor	An academic staff member whose performance and contribution to NMIT has clearly surpassed that of a Principal Academic Staff Member (PASM), and indicates the potential to achieve to the level required for appointment to Professor.
Business Case Panel	A panel comprising of at least one Curriculum Director, a member of the Executive Team and a senior POD team member for the purpose of reviewing and considering all requests for staffing resources.

Casual	An arrangement where the appointee is recognised as interested in being offered short-term work as it comes up, according to the needs of NMIT. The hours that will eventually be offered are unable to be predicted, e.g. a relieving role. Casual employees: • work only when contacted and offered a specific short-term period of work; • can decline any period of work offered; and • are paid holiday pay with their fortnightly pay.
Contractor for Service (CFS)	A company, partnership or individual (not an employee) that agrees to provide supplies or services in accordance with a valid and legal contract for services agreement. • Paid on invoice via Finance (generally on an hourly rate) • No salary assessment required • No timesheet required • No factor applied • May still need to do a Microteach depending on number of contracted hours.
Critical Factors	The skills, attributes and knowledge required for the position that are identified as <u>critical</u> for the selection process.
Curriculum Director	Academic leader reporting directly to the Chief Executive. Curriculum Managers report to a Curriculum Director.
Employee	A staff member employed by NMIT on a permanent, fixed term or casual basis and paid by salary or wages through payroll. Positions are classified as Business Support or Academic as determined by the POD team.
Equivalence	Equivalence to the NMIT minimum teaching qualification can be decided by the Chief Executive on a case-by-case basis.
Executive Director (ED)	The strategic lead for each Directorate. The Executive Team comprises the Chief Executive and Executive Directors.
Fixed-Term	An appointment that has an identified end date. Legislation requires that such appointments have a specific reason for the end date.
Full-time	The hours of work are the normal full-time hours of work as specified in the relevant employment agreement.
Hiring Manager	Manager responsible for the full recruitment, selection and appointment process.
Job Description	Describes the role to be filled. Includes objectives, responsibilities, relationships, authorities and position within the reporting structure of NMIT.
Limited Tenure	a.k.a. Fixed Term

Manager (Reporting/Line)	The person a staff member reports to.
NZCATT	New Zealand Certificate in Adult and Tertiary Teaching (Level 5) - 60 credits
NZCALNE	New Zealand Certificate in Adult Literacy and Numeracy Education (Level 5) - 40 credits
Part-time	The hours of work are less than full-time hours. This definition is used for Business Support Staff at NMIT. For Academic Staff this term has been used in the Collective Employment Agreement solely to mean an employee who is untenured, paid on an hourly basis. The term **proportional** has been used to mean a salaried employee who works less than full-time hours.
PASM	Principal Academic Staff Member
Permanent	An appointment with no end date. Can be full-time or proportional/part-time.
Person Specification	Describes the personal skills, attributes and knowledge required or desired for the position.
POD	People and Organisation Development
Professor	A title recognising distinguished and acknowledged leadership in one of the disciplines of NMIT. Leadership in this context relates to: - Academic - Research and/or Scholarship - Learning and Teaching - Practice
Recognition of Academic Credit	The process through which previous relevant experience and qualifications is formally recognised. Recognition of Academic Credit for the individual NZCATT/NZCALNE courses is assessed by the Learning Innovation Coach who recommends the application for formal approval by the RAC Committee.
SASM	Senior Academic Staff Member
SnapHire	Online recruitment, selection and appointment tool.
Staff/Team member	An individual who may perform work as an Employee or on a Contract for Service basis.
Tenured	a.k.a. Permanent

A – STAFF APPOINTMENTS

POLICY & PRINCIPLES

Decisions relating to the recruitment, selection, assessment, appointment and induction of employees at NMIT are based on the following principles:

- Equal Employment Opportunities (EEO) and appointment on merit;
- NMIT's commitment to the principles of the Treaty of Waitangi (refer to Treaty of Waitangi Policy);
- Compliance with all legislative and contractual requirements (including the Employment Relations Act, State Sector Act and Education Act);
- Applications for employment are treated confidentially;
- Accountability remains with the relevant hiring manager.

RESPONSIBILITIES

Chief Executive (CE)	• Has final decision-making authority on employment of all NMIT employees. • Appointment of a staff member requires approval from the CE or by those with formal delegated authority from the CE.
Curriculum Director	• Reviews and approves relevant business case submissions.
Executive Director	• Each Executive Director will evaluate the need for a new role against the Programme Area/Team's strategic and business plans and budget before supporting a business case.
Hiring Manager	• Evaluates the need for the role against the team's strategic and business plans and budget before initiating the business case. • Reviews the job description and person specification. • Ensures a business case is submitted and approved. • Determines if a vacancy advertisement process is required, in consultation with People and Organisation Development if necessary. • Determines if direct appointment without an interview is appropriate, in consultation with People and Organisation Development. • Requests a waiver for advertising and direct appointment from the CE, via POD Manager. • Processes the incoming applicants as appropriate, including undertaking phone-screens to assist in short-listing for interview. • Selects an appropriate panel. • Determines the interview format, questions and if any assessments are required (e.g. Microteach).

	• Ensures the selection process is objective, evidence-based, carried out effectively and efficiently and recruits the best possible candidate for NMIT. • Ensure the NMIT Child Protection Policy is adhered to and that Relevant Safety Checks are carried out. • Contacts referees to verify references • Makes the verbal offer to any appointee after confirmation that the recommendation has been approved. • Advises unsuccessful applicants of the outcome of their interviews as soon as possible after the interview. • Ensures resources are in place for the appointee's start date and coordinates the induction of the appointee.
Panel Members	• Undertake an objective assessment of the best candidate for NMIT. • Understand the critical factors and the need to apply the same selection criteria to all applicants.
POD Manager	• Undertakes an objective job evaluation of new/substantially changed jobs to determine appropriate job size and salary range for Business Support roles. • Ensures the NMIT Child Protection Policy is adhered to and the Relevant Safety Checks are carried out. • Monitors, evaluates and reports on the staff appointment process to the Executive Team.
POD Team	• Guides hiring managers in best-practice approaches to recruitment and selection. • Provides employees with training and development in recruitment and selection. • Assists hiring managers to develop job descriptions, person specifications, interview questions and skill assessments as required. • May participate as an interview panel member as needed e.g. hard-to-fill position, inexperienced panel members. • Supports and monitors each recruitment process to ensure it adheres to a reasonable timeframe, NMIT policies and legislative obligations. • Ensures the NMIT Child Protection Policy is adhered to and that Relevant Safety Checks are carried out (refer to NMIT Child Protection Policy).

B – EQUAL EMPLOYMENT OPPORTUNITIES

POLICY & PRINCIPLES

NMIT affirms:

• its commitment to all people regardless of their gender, age, race, ethnic or national origins, marital status, sexual orientation, family responsibility, physical or sensory disability, political and religious beliefs and activities (unless those activities are contrary to the policies of the Institute) or any other criteria. It is opposed to any form of discrimination based on these criteria.

- it will operate an equal opportunities policy in the recruitment, selection and progression of employees throughout the organisation. Selection procedures will be monitored to ensure appointments are made based on merit and can be shown to avoid discrimination according to the various, relevant parliamentary Acts. Employees will be given the opportunity to keep up to date with legislative changes and good practice.
- as a provider of education, it will offer equal opportunities for access to its courses. The Institute will pursue recruitment strategies and provide access to all sections of the community.
- it will take appropriate legal or disciplinary action to protect employees and students from any discriminatory behaviour while at work.
- that allegation of discriminatory behaviour by any employee, CFS or student will be dealt with under the appropriate procedure.
- that equal opportunities affect all areas of the Institute's operations but have special relevance as an employer and the supplier of education services. NMIT's Council has ultimate responsibility for the implementation and monitoring of equal opportunities issues, with support from the Executive Team.
- that it acknowledges the special place of Māori as the Tāngata Whenua/Indigenous People of Aotearoa New Zealand and recognises the special relationship and obligations that this entails. NMIT also acknowledges the Treaty of Waitangi as the founding document of Aotearoa New Zealand and is committed to its duty of acknowledging the principles of the Treaty of Waitangi.
- that it wishes to promote greater access to both the workforce and student body of people from the Pacific communities.
- that it is committed to progressing towards more equal representation of the genders throughout all departments and levels of the organisation. This will be monitored on an annual basis.
- that it wishes to ensure access to all parts of the campus by all employees, students and visitors regardless of physical ability or sensory appreciation. Regular audits will address access issues.
- it will ensure that all communications are expressed in an inclusive way ensuring non-sexist and non-racist language.
- it expects all employees to adhere to these principles when operating on behalf of NMIT.

C – STAFF MEMBER SALARY ASSESSMENT

POLICY & PRINCIPLES

- Fairness in all appointment procedures will be based on the principles of Equal Employment Opportunities.
- When a hiring manager considers a starting salary for an individual, recognition will be given to all of the following (in no particular order):
    - ✓ External parity i.e. prevailing market rate
    - ✓ Internal parity i.e. salaries paid to existing staff holding similar qualifications and/or skills.
    - ✓ Qualifications, skills and expertise of the individual and the relevancy to the role
    - ✓ Relevant experience of the individual (paid or unpaid if appropriate)
    - ✓ Budget/financial considerations
    - ✓ Teaching experience (academic positions only)

D – STAFF INDUCTION

POLICY & PRINCIPLES

All new staff will be introduced to their colleagues, workspaces and NMIT culture as appropriately and effectively as possible so that they are able to make their full contribution in a timely manner.

All CFS individuals will undergo an appropriate orientation as determined by their respective manager.

RESPONSIBILITIES

Hiring Manager	• Implementing the induction procedure and ensuring new employees are fully and appropriately inducted, relevant to their role.
POD	• Ensuring managers have access to the Induction Programme template and updated reference material available on POD Polly site.

E – ACADEMIC PROBATION

POLICY & PRINCIPLES

- Applies to all tenured and limited-tenured ASMs, except short-term limited-tenured ASMs (generally in relieving positions), part-time ASMs or those on a low FTE.
- **Probation Period** - Upon initial appointment, both tenured ASMs and limited-tenured ASMs will be placed on up to 12 months' probation, unless a shorter probation period is approved.
- **Probation Requirements** - Unless a "Variation to Probation" is approved, ASMs on probation will:
  - not start beyond salary step 8 of an ASM Employment Agreement and not be eligible for annual grade increments under that agreement;
  - have a maximum teaching load of 0.8 FTE;
  - use up to three weeks of discretionary leave for tutor training;
  - use up to five days of professional development time for tutor training.

  ASMs will, by the end of the probation period:

  - demonstrate up-to-date subject knowledge;
  - create positive working relationships with the team;
  - comply with job description requirements;
  - successfully complete, or gain by Recognition of Academic Credit, a **minimum of 30 credits** of the NZCATT (Level 5) from the following courses:

    - ✓ NZCATT/NZCALNE - **Learner Centred Practice** ATT501 Level 5 (20 Credits) (*Learner Centred Practice is the pre-requisite for the other courses and must be completed first*);

    - ✓ Plus **Teaching Approaches for Learner Success** ATT502 Level 5 (10 credits)

  - The following courses make up the balance of the NZCATT qualification:

- ✓ **Assessment and Moderation** ATT503 Level 5 (15 credits)
- ✓ **Perspectives on Teaching and Learning** ATT504 Level 5 (15 credits)

- o A tutor teaching at levels 1 to 3 may be required, during the probationary period, to complete NZCALNE (NZ Certificate in Adult Literacy and Numeracy Education) which includes the above-mentioned Learner Centred Practice (ATT501) plus Embedding Literacy and Numeracy Level 5 (20 credits). This will be discussed with the tutor and determined by the manager in conjunction with the Learning Innovation Coach*.*

- **Variation to Probation** – The probation period may be reduced by up to 9 months for ASMs appointed at salary step 8, and who hold an adult teaching qualification at least equivalent to NZCATT.

  ASMs may be appointed beyond salary step 8 and have a probation period of a minimum of three months, where the employee has:

  - o completed at least four years full-time teaching service at other Tertiary institutes (in New Zealand or overseas) immediately prior to appointment at NMIT (evidence to be provided and assessed by the hiring manager in conjunction with POD), and;
  - o been on a salary range beyond step 8 at those tertiary institutes (evidence to be provided), and;
  - o holds a Master's degree or a higher qualification (evidence to be provided), and;
  - o holds an adult teaching qualification at least equivalent to the former ARA CTLT (Level 5), or current NZCATT (Level 5).

  The maximum teaching load of 0.8 FTE only applies until the end of probation even if the probation period is less than 12 months.

- **Expectations beyond probation for ASMs** – By the end of the second year of appointment, ASMs are **expected** to have successfully completed, or gained by Recognition of Academic Credit, the remaining courses in the NZCATT (Level 5) programme.

- **Progression** - To progress from salary step 8 to step 9 in the ASM Employment Agreement ASMs **must** have successfully completed the NZCATT (Level 5) qualification (or equivalent).

- **Review of Probation Requirements** - Formal reviews will be completed and recorded by the manager at 3, 6 and 12 months following commencement of the probation period.

- **Probation requirements not met** - the manager is to consult with the POD Manager.

RESPONSIBILITIES

Chief Executive (CE)	• Can grant and approve equivalence on a case-by-case basis.
Curriculum Manager (CM)	• Explain the Probation Requirements to the employee and initiate the Probation Forms. • Complete and record in writing three formal reviews with the employee during the probation period.

	• Approve satisfactory completion of Probation Requirements and confirm the appointment.
CM in consultation with POD Manager	• When considering probation requirements the options available are to extend the probation, terminate or confirm the appointment.

F – PROFESSORIAL APPOINTMENTS

POLICY & PRINCIPLES

- Aims to appoint as professorial staff those who are acknowledged in academic or professional communities for the distinction of their leadership and support in research, scholarship, service, and learning and teaching.
- Applies to the establishment of and appointments (including the promotion of NMIT staff) to the following positions:
  - Professor
  - Associate Professor
- **Requirements** - appointment of Professors and Associate Professors will only be made by NMIT in recognition of those who have established a reputation amongst their colleagues, locally, nationally and, where appropriate, internationally for the standing of their academic contribution.
- **Professor** - candidate will be expected to hold a doctoral qualification and provide evidence of excellent performance in at least three of the four areas of achievement (refer to Procedure) over a period of at least seven years.
- **Associate Professor** - candidate will be expected to either hold or be studying towards a doctoral qualification and provide evidence of excellent performance in at least two of the four areas of achievement (refer to Procedure) over a period of at least five years. A candidate will also normally be expected to have held a position equivalent to that of Principal Academic Staff Member for at least two years.
- **Maintenance of Academic Standards** - the performance of Professors or Associate Professors is expected to continue to match the characteristics (refer to Procedure) for appointment at these levels at all times throughout the duration of their appointment. Through annual performance appraisals, Professors and Associate Professors will be held accountable for their performance with both their respective terms of employment or engagement, and any relevant NMIT policy.
- **Use of Titles** - following appointment, Professors and Associate Professors may use their conferred titles on all NMIT documentation and communications, however, their NMIT job title will remain as Tutor. Staff previously holding a professorial position at another educational institution do not have the automatic right to continue using the title at NMIT unless they have been appointed to an NMIT professorial position.

RESPONSIBILITIES

Chief Executive (CE)	• Appoints Professors and Associate Professors, on advice of the Professorial Appointment Committee. Determines the number of Professors and Associate Professors that will be appointed
Professorial Appointment Committee	• Advises the CE on suitable appointments to Professor or Associate Professor, when the appropriate criteria are met.

REFERENCES

INTERNAL
Academic Statute
Child Protection at NMIT Policy
Recruitment, Selection and Appointments Procedure
Staff Charter
Treaty of Waitangi

Academic Staff Collective Agreement (available on NMIT Intranet)
Allied Staff Collective Employment Agreement (available on NMIT Intranet)
SnapHire Managers Guide (available on NMIT intranet)

EXTERNAL
Children's Act 2014
Employment Relations Amendment Act 2018
State Services Commission
State Sector Amendment Act no 20 (as of 1 July 2017)
Privacy Act 1993
Human Rights Act 1993
Immigration Act 2009