



9 October 2023

[Redacted]
[Redacted]

Ref: OIA-2023/24-0184

Dear [Redacted]

Official Information Act request relating to policies, guidelines, and information about flexible work arrangements and reasonable accommodations

Thank you for your Official Information Act 1982 (the Act) request received on 11 September 2023. You requested:

Official information request: Policies, guidelines, and information about flexible work arrangements and reasonable accommodations

Kia ora. As part of my dissertation for a Master of Public Health degree at the University of Otago, I am reviewing working from home/flexible working arrangements at a variety of New Zealand organisations, including those in the public sector. Please supply the following information under the Official Information Act (OIA):

- Policies, guidelines, and/or general information provided to DPMC employees regarding working from home or other flexible/remote/hybrid working arrangements that were in effect before 21 March 2020.*
- Policies, guidelines, and/or general information provided to DPMC employees regarding working from home or other flexible/remote/hybrid working arrangements that have been put in place or changed on or after 21 March 2020.*
- Policies, guidelines, and/or general information regarding reasonable accommodations for disabled employees at DPMC that were in effect before 21 March 2020.*
- Policies, guidelines, and/or general information regarding reasonable accommodations for disabled employees at DPMC that have been put in place or changed on or after 21 March 2020.*

We have interpreted your request to be for the documented policies and guidance that were in effect immediately prior to and after 21 March 2020. We have excluded internal communications that focus on publicising or reinforcing policies and guidance, and guidance or information given to staff in exceptional circumstances.

Information being released

We are releasing the 11 documents listed in the table below to you.

Item	Date	Document Description	Decision
1	01/02/2017	Flexible Working Policy	Released in full
2	02/10/2015	Flexible Work Arrangements Request Form	Released in full
3	28/02/2020	Guidelines: Working Away from the Office	Released in full
4	30/11/2020	Flexible Working By-Default Policy	Released in full

5	01/02/2021	Flexible Working at DPMC and NEMA – A Guide for Managers and Teams	Released in full
6	25/08/2021	Guidelines: Working Away from the Office	Released in full
7	15/08/2017	Health and Safety Policy	Released in full
8	01/07/2017	Recruitment and Selection Policy	Released in full
9	28/10/2020	Health and Safety Policy	Released in full
10	11/05/2022	Recruitment and Selection Policy	Released in full
11	11/05/2022	Recruitment and Selection Guide	Released in full

Flexible working arrangements

Documents 1, 2, 3 were in effect prior to 21 March 2020. Documents 4, 5, 6 have been put in place or changed on or after 21 March 2020.

Our flexible working practice has been partly informed by guidance issued by Te Kawa Mataaho Public Service Commission. These guidelines can be found here:

- www.publicservice.govt.nz/guidance/guidance-hybrid-working/
- www.publicservice.govt.nz/guidance/guidance-flexible-work-by-default-guidance-and-resources/

Reasonable accommodations for disabled employees at DPMC

The Department of the Prime Minister and Cabinet (DPMC) and the National Emergency Management Agency (NEMA) do not have a specific policy on reasonable accommodations. Where a job applicant has the requirement for reasonable accommodations these are considered on a case-by-case basis with Human Resources. Workstation assessments and reasonable accommodations can be made on recommendations from such assessments.

The Lead Toolkit, issued by the Office for Disability Issues, is referenced in our recruitment and selection guidance. Our policy refers to the guidance as well as our diversity and inclusion documents. Documents 7 and 8 were in effect prior to 21 March 2020. Documents 9, 10, 11 have been put in place or changed on or after 21 March 2020.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward
Executive Director
Strategy, Governance and Engagement

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Flexible Working Policy

Version:	2.0	Contact:	Human Resources Manager (DPMC)
Status:	1 February 2017	Approved by:	Chief Executive
Date for Review:	1 January 2019	iManage:	3911590

Name	Chief Executive Role	Signature	Date
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FLEXIBLE WORKING POLICY

Introduction

1. DPMC's commitment to employee wellbeing means that as an organisation, we endeavour to provide flexible employment practices and conditions which support a balance between work and personal needs.
2. DPMC will use the principles of inclusiveness and diversity to recognise the different circumstances, values and work arrangements that make it easier for employees to perform their work.

Purpose

3. The primary purpose of this policy is to support flexible work arrangements for employees of DPMC.

Scope

In-Scope

4. All employees working for DPMC.

Definitions

5. The following terms contained in this policy are defined as:

<i>Flexible working arrangements</i>	Any alteration to an employee's normal working arrangement, ongoing or temporary, at an employee's request, involving one or more of the following: <ul style="list-style-type: none">• Hours of work• Days of work• Place of work
<i>Request</i>	Written request that must be documented by the manager.
<i>Operational reasons</i>	<ul style="list-style-type: none">• Inability to reorganise work among existing staff• Inability to recruit additional staff• Detrimental impact on quality and/or performance• Insufficiency of work during the periods the employee proposes to work• Planned structural changes• Burden of additional costs• Detrimental effect on ability to meet customer demand

Relevant Legislation

6. Legislation relevant to this policy:
 - Employment Relations Act 2000

Related Policies

7. Related policies, procedures and other official documents are:
 - Leave Policy
 - Code of Conduct
 - Individual Employment Agreement
 - Leave for Alternate Duties and Special Leave Policy

FLEXIBLE WORKING POLICY

Policy Detail

Flexible Working

8. DPMC and employees take a flexible approach to when, where and how we work in order to meet customer, business and personal needs. Workplace flexibility means thinking outside the square, accepting that people are different, being open to new processes, systems, greater self-management and good communication. It is acknowledged that technology is an enabler of flexibility to address varying needs for both employees and DPMC.
9. Normal work hours are specified in the Individual Employment Agreement and are to be worked between the hours of 8 am and 6 pm, Monday to Friday (except for those employees who are on-call or by special arrangement or Government House staff) unless there is prior agreement with the employee's manager.
10. Under Part 6 of the Employment Relations Act 2000, an employee can request changes to working conditions when negotiating or seeking a change to an employment agreement. This can include flexible working arrangements.
11. Part 6AA of the Employment Relations Act 2000 provides all employees with the right to request flexible working arrangements at any time. DPMC will consider all such applications in accordance with the Act.
12. DPMC will also consider applications made outside the provisions of this Act in recognition of changes in individual employee circumstances. The approval of applications made outside the provisions of the Act lies entirely at the discretion of DPMC, which will consider applications in light of its legal obligations, its staffing situation and its business needs.
13. Flexible work arrangements include, but are not limited to:
 - part-time work
 - changes to hours of work
 - leave without pay (see Leave for Alternate Duties and Special Leave Policy)
 - reduced responsibilities
 - working remotely (including working from home)
 - job sharing
14. If a request from an employee for flexible working arrangements is declined, the written notification to the employee must state the questioned reason for refusal and explain the grounds on which it was declined.

Applying for Flexible working

15. Employees can use the [Flexible Working Arrangement request form](#) to request a flexible working arrangement. Within this form you should include information about the type of arrangement, timeframe requested and your view of the changes, if any, that DPMC may need to make to DPMC's arrangements should the request be approved.
16. Once this request has been received the manager will assess potential impact. Any request should be discussed with HR and approved/refused by the relevant tier 2 manager taking any operational reasons as stated in the Act into account when making their decision.
17. A letter confirming the decision and, if applicable, any ongoing arrangement will be provided to the employee by the manager.

FLEXIBLE WORKING POLICY

18. A flexible working arrangement becomes part of the individual's employment agreement, and is usually captured as a variation to the agreement. If an employee wishes to revert back to the previous working arrangement, it will need to be by agreement of both parties.

Responsibilities

19. Responsibilities are contained in Appendix 1.

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Responsibilities

The Chief Executive is responsible for:

- approving the Flexible Working Policy following appropriate consultation.

Business Unit/ Group Managers are responsible for:

- ensuring that they understand DPMC's Flexible Working Policy and processes, and implement these appropriately in line with employment terms and conditions for individuals;
- handling individual queries relating to DPMC's Flexible Working Policy and processes for their own employees, consulting with HR to discuss and clarify any areas of uncertainty;
- considering any flexible working request made and respond with a decision in writing as soon as possible, and in any event, no later than one month after receipt of the initial request;
- consistently applying DPMC's Flexible Working Policy procedures and processes;
- referring staff to this policy when appropriate;
- considering, and approving or declining, flexible working requests;

DPMC employees are responsible for:

- seeking flexible working in accordance with the principles stated in this policy; and
- comply with the Flexible Working Policy.

HR are responsible for:

- supporting managers in achieving the aims of DPMC's Flexible Working Policy, through providing support and advice to managers and processing working requests.

Flexible Work Arrangements Request Form

This document is set as Read only. Please save as a new document filed in your personal iManage file.

Name:

Position:

Business Unit:

My current work arrangements:

I would like to change my working arrangements to:

{INSERT the arrangement you are proposing}

Timeframes

{INSERT any timeframes you want to propose for the arrangement- permanent fixed period etc}

The new working arrangement may affect my work and/or colleagues in the following way:

{INSERT commentary}

Declaration (only if requesting flexible workplace arrangements):

Health & Safety Considerations

Do you or have you experienced OOS? Yes / No

If yes, what steps will you take to ensure working from home will not exacerbate this condition?

Security Considerations

Do you have a lockable cabinet to store DPMC equipment and information when not in use?

Yes

No – {INSERT any mitigations you would take here}

Policy and Request Understanding

I have read and understood:

- the Flexible Working Policy

Signed (Employee)..... Date.....



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Note to your manager

Please contact an HR Advisor to notify them of this request and to discuss any questions for considering this request.

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Guidelines: Working Away from the Office

Working away from the office includes all work undertaken by DPMC employees outside of normal departmental facilities such as:

- Working in a fixed location such as your home or an alternative office space; or
- Working from a non-fixed location such as working in transit or conducting fieldwork.

When you are working away from the office, you need to consider health, safety and security risks so that you can eliminate or manage those risks to keep yourself and the Department safe.

Health, Safety and Security Considerations

Security considerations

- Avoid hard copies and keep everything on your CASS issued device.
- Be mindful of how and where you hold conversations with colleagues.
- Be careful about who can see the screen on your laptop or cell phone.
- For more detailed information, particularly if you are working with SENSITIVE or RESTRICTED materials see: Protective Security and PSR Requirements - Working away from the office

Health and Safety Considerations

- Setting Up Your Work Area
- When setting up your work area, it is important that you are comfortable and have sufficient and suitable space to eliminate any discomfort.
- You should use the Ergonomic self-assessment information on Kainga get some good tips on how to setup a comfortable work station if you will be regularly working at a work areas.
- Consider both personal and document security e.g. what are you working on and who can see your documents and/or computer screen?
- Working Comfortably
 - Where possible, take regular breaks away from your work area and/or micro pauses every hour.
 - Comfort is a matter of personal preference, ensure your work area is at a suitable temperature, has adequate lighting, noise is minimised etc.
- Discomfort
 - Stop working and get assistance if you experience any pain or discomfort because of your working environment.
 - If you do experience any problems, fill in the Self Report of Discomfort/Pain form and contact your manager or health and safety.

UNCLASSIFIED

If you will be working away from the office at a fixed location on a regular basis, such as working from home one day a week, you will need to conduct a check of your working environment, to ensure health and safety and security requirements are met and any identified risks are effectively managed. The attached checklist will help with this.

Information on setting up a safe and comfortable workstation can be completed using the [Ergonomic self-assessment](#) information.

Information on managing and reporting health and safety issues is found on the [Health and Safety page](#) on Kainga, alternatively if you have a health and safety, or security issue to report, you can use the reporting button, found on the right hand side of the Kainga homepage.

If you need assistance completing the check of your work environment, or you have any questions regarding security, please email us at healthsafetyandsecurity@dpmc.govt.nz

Released under the Official Information Act 1982

UNCLASSIFIED

Health and Safety Considerations for Working Away from the Office

Working environment where home-working takes place	
	Are the work area and floors clear and free of hazards?
	Is the temperature, ventilation and lighting adequate?
	Are files and data secure when not in use? e.g. filing cabinet, computer screen locked
	Is there enough space for all the furniture and equipment used?
	Are any portable heaters away from flammable materials?
	Other activities e.g. home maintenance or construction are assessed to ensure they do not pose a health and safety risk to workers
Workstation set up	
	Is the (desk, table, chair) fit for purpose?
	Have you referred to the provided workstation set up guidance?
	Does the chair provide enough lumbar support?
	Is the chair adjustable?
	Do you have sufficient equipment to complete your tasks?
Emergency Procedures	
	Are any stairways and doorways unobstructed to allow evacuation?
	Do you have working smoke alarms?
	Do you have a fire extinguisher available?
	Do you have an emergency plan? (<i>You should have a planned escape route in case of fire, or Drop Cover Hold in case of earthquakes</i>)
	Do you have a functional First Aid kit?
Communication	
	Is your manager able to keep in contact with you?
	Is support/advice readily available to you in case of IT issues or other work queries?
Electrical Safety	
	Does the RCD on the plug board work? (make sure your computer is turned off and use the test button on the plug board to check).
	Are electrical cables in good condition, no exposed wiring/damage?
	Are there sufficient numbers of sockets to prevent overloading?



Flexible Working By-Default Policy

Version	2.0	Contact	Jude Ulrich, Director Organisation Direction and Development
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Chief Executive
Date for review	31/10/2022	iManage	4315742

Name	Role	Signature	Date
Brook Barrington	Chief Executive		30/11/20

Objective

1. This policy sets out the Department of the Prime Minister and Cabinet's (DPMC) approach to normalise flexible working so that it does not undermine career progression or pay and is equally available to all regardless of gender, ethnicity, disability and other dimensions of diversity.

Policy statement

2. To support this objective DPMC is committed to ensuring flexible working practices are embedded throughout the organisation's culture, systems and processes to benefit both employees and DPMC. We will do this through:
 - a) commitment to flexible working being available to everyone, where all roles can have elements of flexibility;
 - b) ensuring flexible working arrangements are enabled through the way we manage people. This includes role design, attraction, recruitment, retention, engagement, leadership, performance, and ways of working; and
 - c) ensuring DPMC meets its legal obligations both in terms of its duty to consider flexible working arrangement requests and in meeting other relevant obligations such as health and safety, privacy and security.

Principles

3. The following principles underpin DPMC's approach to meeting the policy objective:
 - a) **If not, why not?** All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. It is not a special provision or reward that needs to be earned, nor does it undermine career progression or pay.
 - b) **Works for the role.** Every role should be suitable for some form of flexibility but not every type of flexibility will work for every role. Genuine business reasons may mean that some types of flexibility cannot be implemented for some roles.
 - c) **Works for teams, managers and DPMC.** Flexible working manifests at a team level where arrangements should enable performance. It should not result in increased workloads overall and should enable managers and teams to deliver on their wider accountabilities within DPMC. Arrangements should work for everyone: good for the individual, good for the team, and good for DPMC.
 - d) **Requires shared responsibility.** Flexible working should not be viewed as an agreement solely between an employee and manager. To be successful, flexible arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires a 'no surprises' approach as well as open communication and engagement within and across teams to agree changes necessary to enable flexible working.
 - e) **Builds on a culture of trust and respect.** There is communication and transparency across DPMC about flexible working. Teams and individuals have ongoing, open and honest conversations. All employees have a shared understanding, knowledge and ability to request flexible working at DPMC.
 - f) **Actively championed by DPMC managers.** DPMC leaders champion and role model flexible working for their teams and themselves. Flexible working is regularly discussed, encouraged and experiences openly shared to align DPMC's commitment to embracing diverse and inclusive practices.

Applies to

4. This policy applies to everyone in DPMC and the National Emergency Management Agency, including permanent, fixed-term, secondees, casual and agency temporary staff (together referred to in this policy as 'employees'), regardless of position or seniority.
5. The policy does not apply to self-employed or independent contractors. However, under the Health and Safety at Work Act 2015 we have obligations to all workers, regardless of their employment status, and applying the principles of flexible working may be an appropriate response to their individual situation. In the interests of positive and safe working environments, managers may refer to the policy guidelines.

Definitions

6. The following terms contained in this policy are defined as:

Compressed hours	A formal arrangement recorded in an employee's Individual Employment Agreement where the Hours of Work are agreed to be more than 8 hours per day while met within specified days of the week
Designated workplace	Physical location at which an employee is required to be based
Flexibility of leave	Flexible leave arrangements
Flexibility of place	Working from alternative locations
Flexibility of role	How a role is performed or divided
Flexibility of work schedule	Working flexible hours
Hours of Work	As defined in each employee's Individual Employment Agreement
Reduced hours	A formal arrangement recorded in an employee's IEA where the Hours of Work are required to be fewer than 8 hours per day or fewer hours worked within specified fewer days of the week or fortnightly pay cycle

Policy detail

Making a request

7. Flexible working arrangements may include flexibility of role, place, work schedule and leave. DPMC already provides general flexibility with start and finish times and lunch breaks for most roles
8. Guidelines are available to assist employees intending to request a flexible working arrangement. This will encourage appropriate team-based conversations to occur.
9. An employee's privacy in respect to personal information shared in the course of making an application for flexible working will be protected with appropriate information shared by the employee in team discussions.
10. Requests for a flexible working arrangement are made in writing to the employee's line manager, who has a duty to consider the request before in writing confirming the arrangement, agreeing a modification to it, or declining the request no later than a month after the request is received.
11. Requests made by employees affected by emergency or personal circumstances not otherwise covered by specific leave provisions may be made and granted verbally in the first instance with the necessary written request and decision made after the initial verbal application has been accepted and no later than 10 days after the request is received.

12. As DPMC's policy is flexible working-by-default, a flexible working arrangement will only be refused for the reasons as permitted under the Employment Relations Act 2000¹.

Team consideration and review

13. Teams may establish protocols or trial ways of working to enable productivity, support employee performance, and manage for outcomes.
14. Any people leader or employee can raise concerns about how flexible arrangements are working within their team at any time.

Manager consideration

15. When considering a request, a manager will refer the employee to the health and safety, privacy, and security information guidelines. Together these requirements need to be satisfied in order to ensure that working arrangements are healthy and safe and that there will be no adverse consequences or impacts on the quality of the work or the performance of the organisation.
16. Managers will consider the financial cost to DPMC associated with a request for flexible work including, but not limited to, costs associated with backfilling, outsourcing or recruiting additional staff.
17. Managers will not consider requests for flexible work as a means to manage workload intensification or volume issues. Those matters should be addressed in terms of work design, task allocation, processing and technology aids, service standards, customer expectations, team support, training and development needs and other relevant workload management considerations.
18. Where a manager requires an employee to work additional hours in specific response situations, the Time off in Lieu (TOIL) policy applies.

Funding

19. DPMC allows its laptops to be used remotely, and provides an additional headset, travel docking station, charger, keyboard and mouse for employees working remotely.
20. Employees may make a Wellbeing Claim to purchase additional equipment for use away from their designated workplace.
21. Funding will not be provided for employee travel, heating, power, internet, telephone, catering or other miscellaneous costs associated with flexible working.

Decision delegations

22. Managers must discuss all proposals for permanent arrangements of compressed or reduced hours, changed leave provisions or change to designated workplace with HR.

¹ Refer Parts 69AAF and 69ABF which include, amongst other reasons, (a) inability to reorganise work among existing staff; (b) inability to recruit additional staff; (c) detrimental impact on quality; (d) detrimental impact on performance; (e) insufficiency of work during the periods the employee proposes to work; (f) planned structural changes; (g) burden of additional costs; (h) detrimental effect on ability to meet customer demand.

23. An agreement to permanent compressed hours requires approval from the Executive Leadership Team (ELT) Board and will be recorded as a variation to an employee's Individual Employment Agreement (IEA).
24. An agreement to permanent reduced hours, certain changes to leave entitlements, or a change to the designated workplace requires approval from a manager with Human Resources Delegation at Level B and will be recorded as a variation to an employee's Individual Employment Agreement (IEA).
25. All other ongoing, temporary or ad-hoc flexible working arrangements are not recorded as adjustments to an IEA and are managed at a local level by the line manager, other than a trial arrangement affecting an IEA (see paragraphs 26 to 27).

Trial arrangements affecting an IEA

26. Managers must discuss with HR all proposals for trial arrangements of compressed or reduced hours, changed leave provisions or changes to designated workplace. HR will assess whether the proposed arrangements require a temporary variation of the IEA to enable adjustment to payroll or leave calculations, and to ensure appropriate records are maintained for any approved trial.
27. All trial arrangements requiring a temporary variation of an IEA must be approved by the ELT Board if it concerns compressed hours. For any other type of temporary variation to an IEA, requests must:
 - a. be approved by an ELT member in respect to one of their direct reports; or
 - b. be approved by the manager above the immediate line manager of the employee; and
 - c. be agreed in writing;
 - d. not exceed three months;
 - e. not be extended; and
 - f. have a written review conducted at the mid-point of the trial period.

Review of arrangements

28. Employees and managers will agree to appropriate monitoring and review of a flexible working arrangement. This will include, but not be limited to, feedback obtained from other team members, customers or stakeholders.
29. The actions which may be taken following a review should form part of the original approval decision, including whether automatic withdrawal or modification of arrangements is possible.
30. For the avoidance of doubt, the existence of either a past request or a current agreement for flexible working itself will not be taken into consideration or form part of an employee's performance assessment, career development, pay or progression within DPMC.

Employee request for review of refusal

31. If an employee is not satisfied with the outcome of their request for flexible working arrangements, they may raise it in the first instance with the line manager's manager. Employees may also request advice and assistance from the human resources team.

32. If still not satisfied with DPMC’s response, or at any time, an employee may raise their concern with their representative or with the Employment Relations Authority.

Related policies, guidance and information

33. Other documents that should be read in conjunction with this policy include:

- Delegations Policy
- Employment Relations Act 2000
- Flexible Working at DPMC Guidelines
- Health and Safety Policy
- Individual Employment Agreement
- Leave Policy
- Leave for Alternative Duties and Special Leave Policy
- Performance, Development and Growth Policy
- Privacy Policy
- Protective Security Policy
- Time Off In Lieu (TOIL) Policy
- Wellbeing Policy
- Working Away from the Office Guidelines 2020

Responsibilities

Role	Responsibilities
<p>Chief Executive</p>	<p>Approving the Flexible Working By-Default Policy following appropriate consultation.</p>
<p>Business Unit/ Group Managers</p>	<p>Ensuring that they understand DPMC’s Flexible Working By-Default Policy and processes, and implement these appropriately in line with employment terms and conditions for individuals;</p> <p>Handling individual queries relating to DPMC’s Flexible Working By-Default Policy and processes for their own employees, consulting with HR to discuss and clarify any areas of uncertainty;</p> <p>Considering any routine flexible working request made, engage with those affected and respond with a decision in writing (letter or email) as soon as possible, and in any event, no later than one month after receipt of the initial request;</p> <p>Providing verbal approval to any flexible working request made by employees affected by emergency or personal circumstances and enable a written application and written response with a decision no later than ten days after receipt of the initial request;</p> <p>Consistently applying DPMC’s Flexible Working By-Default Policy procedures and processes;</p> <p>Referring staff to this policy when appropriate;</p> <p>Considering, and approving or declining, flexible working requests;</p>

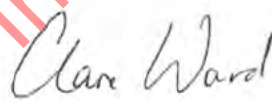
IN CONFIDENCE

Role	Responsibilities
	<p>Developing and nurturing a team culture that supports one another when working flexibly;</p> <p>Carrying out effective reviews and obtaining feedback on flexible working arrangements;</p> <p>Managing the health and safety of workers.</p>
Employees	<p>Seeking flexible working in accordance with the principles stated in this policy;</p> <p>Developing and nurturing a team culture that supports one another when working flexibly;</p> <p>Participating in effective reviews and providing feedback on flexible working arrangements;</p> <p>Complying with the Flexible Working By-Default Policy.</p>
Human resources team	<p>Supporting managers in achieving the aims of DPMC's Flexible Working By-Default Policy, through providing support and advice to managers and processing working requests</p>

Released under the Official Information Act 1982

FLEXIBLE WORKING AT DPMC AND NEMA – A GUIDE FOR MANAGERS AND TEAMS

Version	1.0	Contact	Director, Organisation Direction and Development
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Executive Director, Strategy, Governance and Engagement
Date for review	1/12/2023	iManage	DPMC 4315743

Name	Role	Signature	Date
Clare Ward	Executive Director, Strategy, Governance and Engagement		1/02/2021

Objective

This document provides a guide about how to request and manage flexible working. It should be read in conjunction with the Department of the Prime Minister and Cabinet (DPMC) and National Emergency Management Agency (NEMA) [Flexible Working By-Default Policy](#).

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Released under the Official Information Act 1982

Our approach to flexible working

...is to normalise flexible working guided by the following principles:

- a) **If not, why not?** All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. It is not a special provision or reward that needs to be earned, nor does it undermine career progression or pay.
- b) **Works for the role.** Every role should be suitable for some form of flexibility but not every type of flexibility will work for every role. Genuine business reasons may mean that some types of flexibility cannot be implemented for some roles (refer to manager's checklist on page 11).
- c) **Works for teams, managers and DPMC and NEMA.** Flexible working manifests at a team level where arrangements should enable performance. It should not result in increased workloads overall and should enable managers and teams to deliver on their wider accountabilities within DPMC and NEMA. Arrangements should work for everyone: good for the individual, good for the team, and good for DPMC and NEMA.
- d) **Requires shared responsibility.** Flexible working should not be viewed as an agreement solely between an employee and manager. To be successful, flexible arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires a 'no surprises' approach as well as open communication and engagement within and across teams to agree changes necessary to enable flexible working.
- e) **Builds on a culture of trust and respect.** There is communication and transparency across DPMC and NEMA about flexible working. Teams and individuals have ongoing, open and honest conversations. All employees have a shared understanding, knowledge and ability to request flexible working at DPMC and NEMA.
- f) **Actively championed by DPMC and NEMA managers.** DPMC and NEMA leaders champion and role model flexible working for their teams and themselves. Flexible working is regularly discussed, encouraged and experiences openly shared to align DPMC and NEMA's commitment to embracing diverse and inclusive practices.

Myths about flexible working

- It's all about working mums who want to work part-time
- If people are not physically sitting at their desk they cannot possibly be completing enough work
- It costs more to have people working under flexible arrangements
- We can't do that in our team as we are customer facing
- It's impossible to manage teams where people have flexible working arrangements as you never know where everyone is and what they are doing
- It's just too hard, takes too much time to manage and there is no return on this investment

The reality is when managed well flexible working will

- ✓ reduce turnover, lower absenteeism and increase job satisfaction
- ✓ promote diversity, inclusion and cross-training
- ✓ have a positive impact on workplace culture and morale
- ✓ foster better employee recruitment, engagement and retention. Opens a much broader talent pool

What is flexible working?

DPMC and NEMA already provide general flexibility with start and finish times and lunch breaks for most roles. Flexible working may involve flexibility in:

- **Role** – how a role is performed or divided (Flexi- role/career)
- **Place** – working from alternative locations (Flexi-place)
- **Work schedule** – working flexible hours (Flexi-work schedule)
- **Leave** – supporting flexible leave arrangements (Flexi-leave).

Some examples of types of flexibility are outlined below:

<p>Flexi-work schedule</p> <p>Options that allow employees to vary their work hours or days either on a regular basis or from time to time</p>	<ul style="list-style-type: none"> - Flexible start and finish times i.e. variable start and/or finish times are worked on a regular or as-needs basis - Swapping workdays or hours with non-work hours or days - Part-time hours - Compressed week or fortnight i.e. f/t employees work longer days over a 4-day week or 9-day fortnight - Flexible shifts - full time or part-time - Combination of fixed shifts and flexible shifts -full time or part time
<p>Flexi-leave</p> <p>Options that allow employees to vary their leave patterns to create more flexibility</p>	<ul style="list-style-type: none"> - Leave without pay - Trading leave for salary - Term-time working i.e. taking leave during school holidays - Other types of leave e.g. study leave, special leave
<p>Flexi-place</p> <p>Options that allow employees to work from locations other than their designated workplace</p>	<ul style="list-style-type: none"> - Remote working e.g. working from another office or from home, regularly or from time-to-time - Remote working – part-time - Remote working – full-time - Hot-desking i.e. desks are not allocated, and employees work from any available desk
<p>Flexi-role/career</p> <p>Options that allow employees to manage their roles and careers more flexibly</p>	<ul style="list-style-type: none"> - Phased return to work i.e. employees gradually increase their hours on returning from long-term leave - Phased retirement i.e. employees gradually reduce hours approaching retirement - Seasonal working i.e. to cover busy periods - Job sharing i.e. splitting a role with another employee - Taking career breaks

Who can request flexible working options?

All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. Under the [Employment Relations Act 2000](#) (ERA) regardless of position or seniority all employees have an entitlement to request flexible working arrangements and managers must consider this within a specified time. Employees at DPMC and NEMA include permanent, fixed-term, secondees, casual and agency temporary staff.

This entitlement does not apply to self-employed or independent contractors. However, under the [Health and Safety at Work Act 2015](#) we have obligations to all workers, regardless of their employment status, and applying the principles of flexible working may be an appropriate response to their individual situation. In the interests of positive and safe working environments, managers may refer to these guidelines.

Most flexible working arrangements require a form to be completed although many can be managed with an email record. This is to meet our legislative obligations as an employer. For some arrangements which adjust an individual's agreed employment conditions it will ensure these are approved at the right level of [Human Resources Delegations](#) and that people are paid correctly. It seems contradictory to have to complete forms when flexibility is the default position, however having flexibility does not dissolve the need to comply with the law.

What is meant by emergency or personal circumstances?

If an employee is affected by emergency or personal circumstances for which there are no other leave provisions and they would like a short-term flexible working arrangement they should speak with their manager.

We understand that when unexpected things happen this may be an upsetting and stressful time for employees and managers can verbally approve a short-term change.

The manager should ask their employee to complete any required [paperwork](#) when the time is right for them to do so. If an employee chooses to disclose that they are affected by family violence their manager is required to let them know what support services are available. This information is also included on the [response form](#).

Trials and Reviews

All flexible working arrangements require review at an agreed point to ensure the principles are still being met. The agreed-point for a trial should generally be at the mid-point of the arrangement (in most cases six weeks after commencement), so that information for the review can feed into the decision as to whether to confirm, decline or adjust the arrangement on an ongoing basis.

Reviews involve the employee, their team and feedback from any affected colleagues or customers. They need to be recorded as having taken place and any outcome or actions. Teams are encouraged to review all arrangements at the same time to ensure their relative impacts are considered across the team's activities.

Employees are encouraged to trial flexible working arrangements for up to three months before seeking an ongoing arrangement and longer review period. An employee's manager can approve a three-month trial or an ongoing arrangement as long as it does not affect an employee's Individual Employment Agreement (IEA). There is no ability to extend a trial.

Where an arrangement includes compressed or reduced hours, changed leave provisions or change to designated workplace an employee's IEA is affected. Only the ELT Board can

approve a trial if it concerns compressed hours. For all other IEA changes, the manager's manager may approve a three-month trial.

Who else is involved in considering requests?

Teams

We expect that all flexible working arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires open engagement within and across teams to agree changes necessary to enable flexible working. The 'no surprises' principle is critical to enable managers and teams to plan and deliver their work. Teams are also involved in reviewing flexible arrangements.

Individual privacy is important and there may be occasions where an employee's reasons for seeking flexibility is not appropriate to share, nor is there a requirement to do so. Employees are encouraged to share relevant and appropriate information with their teams where they feel comfortable doing so.

Human Resources (HR) team

Managers must discuss with HR all proposals for permanent or trial arrangements that impact on an employee's Individual Employment Agreement (IEA). These requests require a [Flexible Working Arrangements Employee Request Form](#) to be completed.

These types of arrangements include compressed or reduced hours, changed leave provisions or change to designated workplace and the Human Resources team needs to be involved at the proposal stage. Once approved, the Human Resources team will record and action any temporary or permanent variation as it may affect pay and leave calculations.

Your manager's manager

When a trial is proposed for reduced hours, changed leave provisions or changes to designated workplace, after obtaining advice from HR your manager must then refer the decision to their manager to approve, adjust or decline.

Executive Leadership Team (ELT) members

Individual ELT members do not need to refer a trial to their manager (the Chief Executive) and may make a decision about a proposed trial for their own direct reports, other than for a trial for compressed hours.

ELT members hold [Human Resources Delegation](#) at Level B and can approve a permanent variation to an employee's Individual Employment Agreement (IEA), with the exception of compressed hours.

Executive Leadership Team (ELT) Board

An agreement to temporary or permanent compressed hours requires approval from the ELT Board and will be recorded as a variation to an employee's Individual Employment Agreement (IEA). It is recommended that a trial occurs so that the mid-trial review can contribute to the decision-making process.

Can I change my mind?

It's really important that the employee and manager have discussed what a review process might look like, who would be involved, and whether reverting back to the status quo is going to be possible. Everyone involved in the review process needs to be clear whether the change proposed is for temporary flexibility and able to be modified, adjusted or withdrawn following

the review; or whether a permanent IEA change is involved. In those situations reviews help to finesse and iron out any wrinkles for the new arrangements.

Whatever the nature of your request, if it is approved, you can't simply revert back to your previous work arrangements without agreement from the original decision-maker. You must make another request to your manager.

For this reason, changes that need to be recorded in an IEA are best managed as a trial to see if the impact of those changes are what you and the team expected, before proceeding to record a formal change.

What flexible working options are suited to me?

Managers and their team members have ongoing quality conversations about performance and growth, which should include a discussion about DPMC's flexible working approach and options available. Employees should take personal responsibility to identify flexible working options in preparation for these conversations. You can raise flexible working requests at any time.

You may find the checklist on the next page helpful and we encourage employees to work through this checklist to see what arrangements may be beneficial and possible:

- Read each statement on the checklist and tick the statements you agree with.
- Once you have reviewed all statements, review which ones you have ticked and look across to see which flexible working options are indicated (marked by an *).

Statements to ask myself	✓ Tick	Flexible working option			
		Schedule	Workplace	Leave	Role
I know when I am most productive during the day, e.g. early morning/late afternoon		*			
I have commitments outside work I need to allocate time to, e.g. hobbies, lifestyle pursuits, family responsibilities, coaching a team, exercise or training regime, volunteer work, study commitments, travel plans etc.		*	*	*	*
I need to consider how my working hours fit with dependent care commitments		*	*	*	*
Different start and/or finish times could reduce my commuting time		*	*	*	*
I have health concerns or special health requirements		*	*	*	*
I work mainly with others		*	*		
I work mainly on my own		*	*		
It is not necessary for me to work at the same time and location each day		*	*		
I am comfortable working in multiple locations during the working day or working week; or the nature of my work requires me to be flexible to respond to demand		*	*		
I am not bothered by noise around me		*	*		
I prefer a quiet working area		*	*		
I know what percentage of my day I spend on email/diary; phone calls; meeting others; video conference; focused work (i.e. thinking, reading, analysing)		*	*		
I know what percentage of my work I currently do at a desk; away from a desk but in the office; working remotely		*	*		
I have non work events I want to allocate time to, e.g. cultural events, volunteering, sporting events		*	*	*	*
I prefer to have more leave and be paid less		*		*	
Working fewer hours will have a positive effect on my health and wellbeing					*
I prefer to work fewer hours and be paid less to pursue other activities or passions				*	*
I prefer to work fewer hours as I move towards retirement		*		*	*

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Approaching a flexible working arrangement



Kia māia – Be courageous

- All roles can have some form of flexible working.
- Flexible working can be considered at any time.
- Consider all the different dimensions of flexibility.

Kia honohono – Be Connected

- When thinking about and planning potential flexible arrangements, consider the functions you perform and the impact on your role, DPMC and your team.
- Discuss your ideas with your team and manager on possible flexible working option/s
- Use the feedback from your kōrero to understand what adjustments might be needed to make flexibility arrangements work well.

Kia taute – Respect the process

- Consider which options you would like to trial and what kind of review would work best.
- Submit a written request to manager (check if the form is required).
- Manager reviews and discusses with employee and team where appropriate.
- Manager makes decisions or refers to their manager, and writes to employee.
- If not approved, explains why or proposes an adjusted arrangement.

Kia manawanui – Be committed

- Undertake the flexible working arrangement as approved or adjusted.
- Review the arrangement with at the agreed time.
- Continue to look for other opportunities for flexible working arrangements.
- Support other team members in undertaking their flexible working arrangements and review.

When to use the Request for Flexible Working Form

In many cases the type of flexibility and the circumstances may be managed by team discussion and a simple email exchange between the manager and employee to record it, and to record each review. The [Flexible Working Arrangements Employee Request Form](#) needs to be completed to ensure there is a shared understanding of a flexible working arrangement involving:

- **Compressed hours** - a formal arrangement recorded in an employee's Individual Employment Agreement (IEA) where the Hours of Work are agreed to be more than 8 hours per day while met within specified days of the week
- **Reduced hours** - a formal arrangement recorded in an employee's IEA where the Hours of Work are required to be fewer than 8 hours per day or fewer hours worked within specified fewer days of the week or fortnightly pay cycle
- **Change to the designated workplace** - physical location at which an employee is required to be based
- **Change to leave entitlements** - some changes require changes to an IEA.

Note, agreements to work flexibly outside the office are not generally formal changes to the designated workplace – the place where DPMC and NEMA provides your usual working facilities.

What types of flexibility can managers approve?

Manager

- Verbally approve requests for emergency or personal circumstances.
- After team discussion approve or decline email requests for flexible working not requiring change to IEA.
- Carry out reviews with team as agreed and end, modify or extend arrangements.

Manager's manager

- After discussion with HR approve or decline requests for a trial by employees of direct reports for: reduced hours; changed leave; or designated workplace.
- Support review of trial period.

ELT member

- After discussion with HR approve or decline trial arrangements for direct reports, other than for compressed hours.
- After discussion with HR approve or decline permanent requests for: reduced hours; changed leave; or designated workplace.

ELT Board

- Approve or decline requests for temporary or permanent compressed hours.

How will my request be considered?

Managers will acknowledge receipt of a written request [in writing](#).

When considering a request, a manager will refer the employee to the health and safety, privacy, and security information guidelines. Together these requirements need to be satisfied in order to ensure that working arrangements are healthy and safe, and that there will be no adverse consequences or impacts on the quality of the work or the performance of the organisation.

Team conversations remain vital in ensuring that changes in workload or work design are able to be anticipated and appropriate adjustments made across a team to support flexible working arrangements.

Managers will consider the financial cost to DPMC and NEMA associated with a request for flexible work including, but not limited to, costs associated with backfilling, outsourcing or recruiting additional staff. Note that office equipment and accommodation are not funded outside the employee's single, designated workplace.

A [Manager's Checklist](#) to help reach a timely decision is available.

Managers will communicate in writing the outcome of their decision. A [Flexible Working Arrangements Request Decision Form](#) is available for managers to complete.

What about general workload issues?

If employees are feeling under particular work pressure, they should discuss this with their manager. Flexible work is not a means to manage workload intensification or volume issues. Those matters should be addressed in terms of work design, task allocation, processing and technology aids, service standards, customer expectations, team support, training and development needs and other relevant workload management considerations.

Our flexible working approach provides for employee-led flexibility requests. For ad-hoc peaks in agreed working hours, managers and employees make arrangements to ensure the employee can reasonably recover additional time worked. Where a manager requires an employee to work additional hours in specific response situations, the [Time off in Lieu \(TOIL\) policy](#) applies, not the [Flexible Working By-Default policy](#).

What flexible working arrangements will be funded?

DPMC and NEMA allows laptops to be used remotely, and provides an additional headset, travel docking station, charger, keyboard and mouse for employees working remotely. This supports our business continuity planning and resilience.

Employees may make a [Wellbeing Claim](#) to purchase additional equipment for use away from their designated workplace.

Funding will not be provided for employee travel, heating, power, internet, telephone, catering or other miscellaneous costs associated with flexible working.

How long will it take to have a response?

Written requests must be [responded to within a month](#) for routine requests. For employees affected by emergency or personal circumstances not covered by other leave provisions, we [respond in writing within ten days](#).

Useful links and resources

[Flexible Working By-Default Policy](#)

[Guidelines for Working Away from the Office](#)

[Time Off In Lieu \(TOIL\) Policy](#)

[Wellbeing Policy](#)

[Kāinga Human Resources](#)

[DPMC Health and Safety Policy](#)

[Protective Security Policy](#)

[Privacy Policy](#)

[CASS IT Acceptable Use Policy](#)

[Diversity and Inclusion Policy](#)

[Anti-Harassment, Discrimination and Bullying Prevention Policy](#)

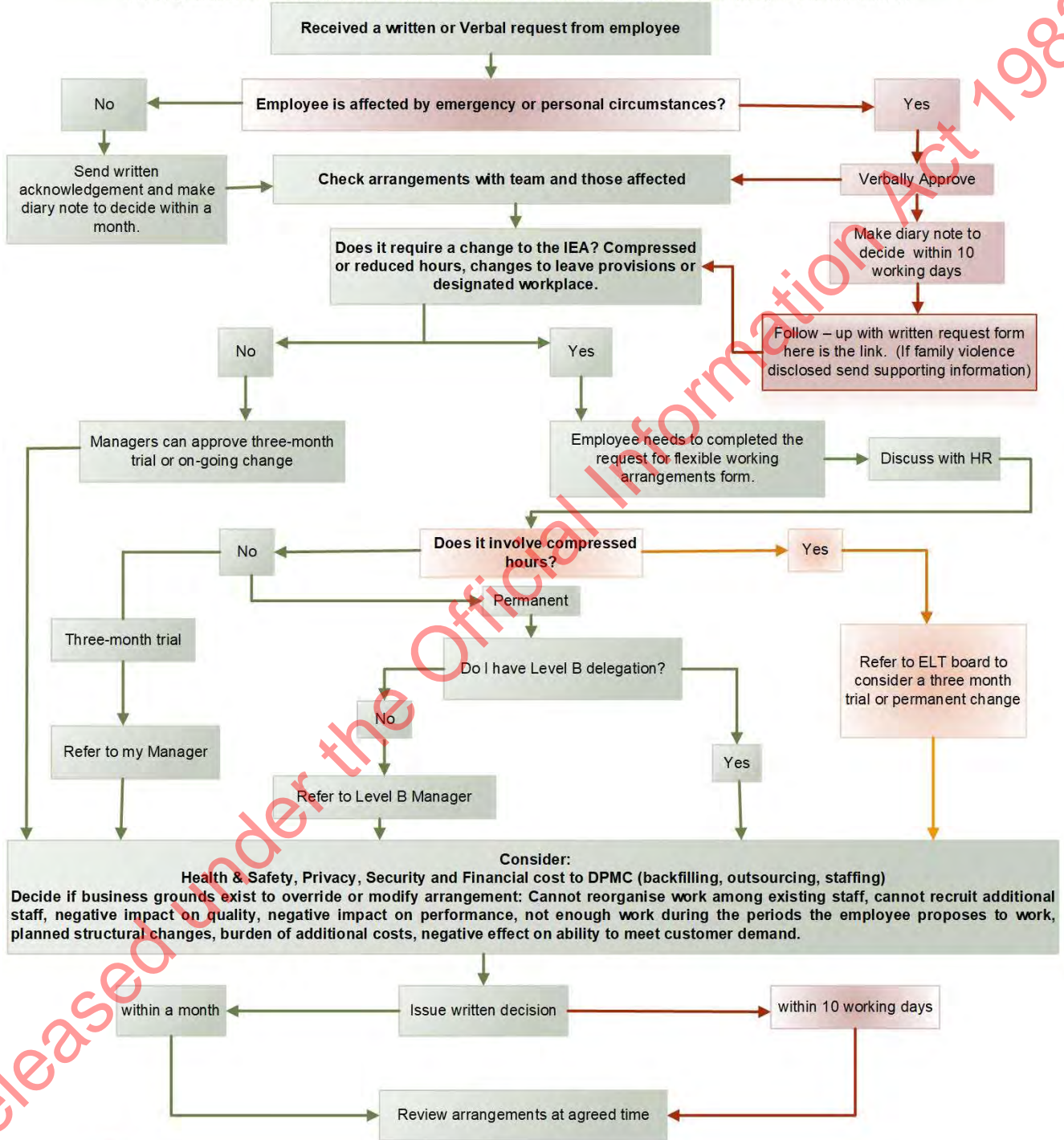
[Family Violence Support Policy](#)

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Manager's checklist

Manager's checklist

Managers need to ask this question to themselves - have I built a positive and safe team culture where all staff can talk openly and honestly about their work, options for flexibility and comment on those arrangements, including of their teammates?



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Appendix 1: Forms

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Flexible Working Arrangements Employee Request Form

From: *Enter your name and location*

To: *Enter manager's name and location*

I would like to request a variation to my current working arrangements under [Part 6AA](#) of the Employment Relations Act 2000.

My current working arrangement is: *(fill in the areas of flexibility which relate to your request)*

Place of work: *(Give full street address)*

Days and hours of work: *(Example: Monday to Friday 8.00am to 5.00pm)*

Role: *(how my role is performed or divided)*

Leave: *(current leave arrangements)*

The working arrangement I would like to have in the future is:

Place of work: *(Give full street address)*

Days and hours of work: *(Example: Monday and Tuesday 8.00am to 1.00pm, Wednesday to Friday 8.00am to 5.00pm)*

Role: *(how my role could be performed or divided)*

Leave: *(proposed leave arrangements)*

I would like the new working arrangement to be permanent and commence from: Click or tap to enter a date.

OR

I would like the new working arrangement to be temporary commencing from Click or tap to enter a date.

and ending on Click or tap to enter a date.

Please complete the declaration and security considerations below declarations		
Health & Safety considerations:	Please complete	
Do you or have you experienced OOS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, what steps will you take to ensure working offsite will not exacerbate this condition?		
Have you read and understood the guidelines for Working Away from the Office?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Do you have any concerns about your health, safety or security while working offsite?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, what are these concerns?		
Security Considerations You are required to keep all DPMC and NEMA equipment and information secure and hidden from view while not in use. This includes in a locked house/apartment/flat/a secure cabinet with an expectation that you will consider and use the safest option. Further information is found in the Protective Security page on Kāinga.		
Do you have any security concerns about keeping DPMC and NEMA equipment and/or information secure?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What security concerns do you have and what mitigations would you take to ensure that DPMC and NEMA's equipment and information are secure and hidden from view when not in use?		

Policy and understanding confirmation:

Please mark each policy and guideline you have read and understood

Policies and Guidelines	Tick
Working Away from the Office	<input type="checkbox"/>
Health and Safety Policy	<input type="checkbox"/>
Privacy Policy	<input type="checkbox"/>
Protective Security Policy	<input type="checkbox"/>
Central Agencies IT Acceptable Use Policy	<input type="checkbox"/>
For flexibility of workplace:	
Flexible Working by-Default Policy	<input type="checkbox"/>
Flexible working at DPMC and NEMA – a guide for managers and their teams	<input type="checkbox"/>

Outline below any concerns relating to health, safety and security considerations and how these can be managed in a way that allows me to work offsite:

Optional:

Explain the value of the new arrangement if not already covered in team conversations.
The new working arrangement will enable me to: <i>(Example: I will be coaching the local junior football team on Wednesday afternoons)</i>
The new working arrangement will affect my employer and colleagues or my responsibilities in the following way: <i>(Example: I will not be able to work with James on Monday afternoon as I do now)</i>

I think the effect on my employer and colleagues can be managed by: *(Example: James and I could work together on either Thursday or Friday afternoon)*

I have discussed my proposed new working arrangements with: *(Example: Our team, customers, stakeholders)*

Personal details:

Name: Click or tap here to enter text.

Staff or payroll number: Click or tap here to enter text.

Manager: Click or tap here to enter text.

Date: Click or tap to enter a date.

Note to your manager

This is a request for a flexible working arrangement made under [Part 6AA](#) of the Employment Relations Act 2000 to be dealt with within one month of receipt. You can email me to confirm your receipt of my request.

EMAIL YOUR COMPLETED REQUEST FORM TO YOUR MANAGER

Manager's confirmation of receipt (to be completed and emailed to employee)

To: Click or tap here to enter text.

Date: Click or tap to enter a date.

Subject: Confirmation of flexible working request

I confirm that on Click or tap to enter a date. I received your request to change your working arrangement. You will receive a response to your request within one month.

Email Signature block:



Flexible Working Arrangements Employee Request Form – Short-term (up to 2 months) flexible work application for employees affected by emergency or personal circumstances

Full Name	Click or tap here to enter text.	Date	Click or tap to enter a date.
Job Title	Click or tap here to enter text.		
Manager	Click or tap here to enter text.		
<input type="checkbox"/> <i>(If family violence is disclosed)</i> I would like to request under Part 6AB of the Employment Relations Act 2000 a variation to my current working arrangements which are: <i>(specify which current working arrangement you wish to change)</i>			
<input type="checkbox"/> <i>(If family violence is not disclosed)</i> I would like to request under Part 6AA of the Employment Relations Act 2000 a variation to my current working arrangements which are: <i>(specify which current working arrangement you wish to change)</i>			
Current place(s) of work	Click or tap here to enter text.		
Current days and hours of work	Click or tap here to enter text.		
My proposed working arrangement is: <i>(Tick appropriate box)</i>			
<input type="checkbox"/> Working from home	<input type="checkbox"/> Flexi time	<input type="checkbox"/> Part-time	<input type="checkbox"/> Job share
<input type="checkbox"/> Reduced hours/ days	<input type="checkbox"/> Compressed hours/ days		
<input type="checkbox"/> Alternative arrangement: <i>(detail below this may be a combination of two arrangements or a different version)</i>			
The details of my proposed flexible working arrangement are <p style="text-align: center;"><i>If applying to work from home, please include technology requirements here</i></p>			
Place(s) of work <i>(If more than one location state both addresses)</i>	Full street address(s)		

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Days and hours of work <i>(specify at each location)</i>	<i>If flexitime state hours to work between</i>
I would like the new short-term working arrangement to be for the period	
Starting: Click or tap to enter a date.	
Finishing: Click or tap to enter a date.	
The reason for my request is: <i>(because I am a person who is affected by [family violence/ emergency or personal circumstance] and to assist me to deal with the effects of [family violence/emergency or personal circumstances] I need this request approved)</i>	
I believe that the new short-term working arrangements: <i>(Complete all relevant sections, if there are no benefits or impacts on a specific group state 'Not Applicable')</i>	
will assist <u>me</u> to deal with the effects of [family violence/ emergency or personal circumstances] by:	
could have the following impacts for the business (and employer):	
could have the following impacts for the team:	
could have the following impacts for the customers:	
I suggest we could manage the impacts by:	

Note to your manager

This is a request for a flexible working arrangement made under the Employment Relations Act 2000 to be dealt with within one month ([Part 6AA](#)) or 10 working days ([Part 6AB](#)) of receipt. You can email me to confirm your receipt of my request.

EMAIL YOUR COMPLETED REQUEST FORM TO YOUR MANAGER



Flexible Working Arrangements - Manager's Decision Form

This form is used to decline or approve your employee's request or approve an alternative arrangement. This form can be cut and pasted into an email

For decisions on requests submitted by employees affected by emergency or personal circumstances, please use separate form.

To: *insert employee's full name*

I have considered your request for a variation to your working arrangements

IF DECLINING

I am sorry but I am unable to accommodate your request on the following business ground/s: (indicate the ground/s)

- Cannot reorganise work among existing staff.
- Cannot recruit additional staff.
- Negative impact on quality.
- Negative impact on performance.
- Not enough work during the periods that you propose to work.
- Planned structural changes.
- Burden of additional costs.
- Negative effect on ability to meet customer demand.

The ground(s) apply in the circumstances because: (indicate relevant detail)

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IF APPROVING

Either

I confirm that I have approved your request.

Or

I am unable to accommodate your original request.

However, I am able to offer the following alternative arrangement which we have discussed, and you agreed would be suitable to you.

Your new working arrangement will be as follows: (insert details)

Your new working arrangement will commence from: Click or tap to enter a date.

And

Your new working arrangement is a trial or temporary arrangement and it will end on: Click or tap to enter a date.

Or

Your new working arrangement is a permanent change to your individual employment agreement, conditional on our review of the arrangements demonstrating no business grounds to refuse continuance.

And

We will review the arrangement with our team by: Click or tap to enter a date.

If you have questions on the information provided on this form, please contact me to discuss these as soon as possible.

Manager's name: Click or tap here to enter text.

Date: Click or tap to enter a date.

Note to employee

Please note that the change in your working arrangement will be a permanent change to your terms and conditions of employment unless a specified period of time is identified and agreed for which the new arrangement will last. If the change is permanent, you will have no right to go back to your previous working arrangement unless this is agreed. A new request would have to be made to adjust your working arrangements.

RETURN THIS FORM TO YOUR EMPLOYEE AND COPY TO HUMAN RESOURCES.



Flexible Working Arrangements Manager's Decision Form - Short-term (up to 2 months) flexible work application for employees affected by emergency or personal circumstances

This form can be used to approve your employee's request, approve an alternative arrangement or decline a request. This form can be cut and pasted into an email.

To:	<i>Insert employee's full name</i>	On the	Click or tap to enter a date.
In position of	<i>Insert job title</i>		
I <i>insert manager's name and position</i> have considered your request for a variation to your working arrangements			

EITHER

I can confirm that I have approved your request for short-term flexible working:

Details of the arrangement, please including place(s), days and times of work.

OR

I am unable to accommodate your original request. However, I am able to offer the following alternative arrangement, which we have discussed, and you agreed would be suitable to you.

Details of the arrangement, please including place(s), days and times of work.

OR

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I am sorry but I am unable to accommodate your request on the following business ground/s as discussed with you: (indicate the ground/s)

- Cannot reorganise work among existing staff.
- Cannot recruit additional staff.
- Negative impact on quality.
- Negative impact on performance.
- Not enough work during the periods that you propose to work.
- Planned structural changes.
- Burden of additional costs.
- Negative effect on ability to meet customer demand.

The ground(s) apply in the circumstances because: (indicate relevant detail)

Details of the reasons

[If family violence is disclosed] I am required to provide you with information about appropriate specialist family violence support services. These are outlined on page three of this form.

Your new short-term working arrangement will commence from:

Start Date: Click or tap to enter a date.

Finish Date: Click or tap to enter a date.

Note to employee

If you have any questions on the information provided on this form, please contact me as soon as possible to discuss.

If working from home is part of this arrangement, then you are responsible to ensure your home environment is set up appropriately to work safely (see *Working Away from the Office Guidelines*).

RETURN THIS FORM TO YOUR EMPLOYEE AND COPY TO HUMAN RESOURCES

Where to get help

If you or someone else is in danger right now, call the police on 111.

If you think you or someone you know might be affected by domestic violence, you're not alone, you can get help. Specialist organisations can help you understand what's going on in your relationship and give emotional support. They can give you information about what you can do and tell you about services near you that might be able to support you.

Family Violence Information Line:

0800 456 450, open every day from 9am to 11pm.

www.areyouok.org.nz

This helpline is part of the 'It's not OK' campaign to reduce family violence in New Zealand and is run by the Ministry of Social Development. The line gives self-help information and connects people to services where it's needed. The website gives information about family violence and where to go for help.

Women's Refuge:

0800 743 833, open every day - 24 hours a day.

<https://womensrefuge.org.nz>

A bicultural organisation working with women and children to provide support through advocacy, safety plans, emergency accommodation, and ongoing support for victims and their family members. Women's Refuge also gives training to organisations wanting to learn more about and improve their policies on family violence.

SHINE:

0508 744 633, open every day from 9am to 11pm.

www.2shine.org.nz

The helpline provides support, information, help with risk assessment and safety planning and referrals to local services. Shine supports adult and child victims – all genders – to become safe. Shine also works with men who have perpetrated family violence to motivate and support behaviour change. Shine provides a range of domestic violence training programmes. Shine's DVFREE programme offers policy consultation and workplace domestic violence training.

Safe-to-talk:

0800 044 334, open every day - 24 hours a day.

www.safetotalk.nz

Safe-to-talk is a free, confidential and anonymous helpline for people affected by sexual violence. You can contact a trained specialist by phone or web chat. They can answer your questions, give you information about sexual harm, and refer you to specialists in your area. They can also provide information about how to help a friend or family member.

You can also visit these sites to find out more about domestic violence:

www.justice.govt.nz

www.victiminfo.govt.nz

www.health.govt.nz

Appendix 2: Frequently Asked Questions

1. Are all employees eligible for flexible working?

Yes. Any employee can ask for a change in their working arrangements; they can make many requests as they like and at any time.

DPMC and NEMA's flexible by default approach means all roles can have some form of flexible working, including flexibility of role, schedule, leave and workplace. It is an ongoing conversation between managers and their teams, discussing options and deciding what works best for them. Employees are not required to provide a reason for why they want a flexible working arrangement.

People in some roles will not be able to access certain types of flexibility because of the nature of their work. DPMC and NEMA support flexibility across all roles, although we cannot provide for all types of flexibility within all roles.

Self-employed and independent contractors are not entitled to request flexible working arrangements under the policy. However, these guidelines may be useful for managers and workers to consider in achieving positive and safe working environments.

2. How do I know what flexible working arrangement is right for me?

Things to consider are:

- Preferred working style – with others or alone
- When you are most productive, e.g. early mornings or later in the day
- What your commitments are outside work such as hobbies, lifestyle pursuits, travelling plans or family responsibilities
- Are you impacted by school holidays?
- Are there cultural events or holidays you observe?
- How you (and a partner) care for children or elderly
- If you have any special needs, or are working towards retirement
- If you are wanting to work fewer days/hours or have reduced responsibilities
- Commuting time.

3. Who approves an application for flexible working?

In emergency or personal circumstances not otherwise covered by other leave provisions, a manager can make a verbal approval for temporary flexibility and employees will need to follow-up with the paperwork so the appropriate decision-maker can issue a written decision within 10 days.

In general, employees should have a conversation about flexible working options with their people leader. Routine requests concerning:

- **Most arrangements** can be approved by managers, and usually an email request to the people leader and confirmation is all that's required
- **Most trial arrangements affecting an IEA** need to be approved by your manager's manager and early engagement with HR is important. A written request must be made using the appropriate form and response given in writing by the manager, within one month of the written request.
- **Most permanent arrangements affecting an IEA** – some requests require a variation to the employment agreement, and is approved by a manager with Level B Human Resources Delegation which is your ELT member. A written request must be made using the appropriate form and response given in writing by the manager, within one month of the written request.
- **All arrangements for compressed hours** – these are decided by the ELT Board.

4. What happens if your manager doesn't approve a flexible working request?

In most cases there will be some form of flexible working option available, however some roles support more flexibility than others. Ensure there is an open and ongoing conversation about what options could work. Reasons for a decline of flexible working requests are set out in the [Employment Relations Act 2000](#).

5. Can a flexible working arrangement be changed – even if there was a variation made to the employment agreement?

Yes, if either the employee or manager wants to change the arrangement it should be discussed and agreed by both parties. Neither party can make the change on their own without agreement from the other.

Arrangements need to work for the individual, team, DPMC and NEMA and should be regularly reviewed with affected teams. They can be reviewed by a manager at any time if circumstances have changed, e.g. decline in performance, change in team dynamic etc. This will always be discussed with the employee and arrangements can be reviewed if circumstances change. However, it is recommended that before beginning a flexible working arrangement, agreement is reached and recorded as to whether a review can result in automatic modification or withdrawal.

6. When working remotely, how do managers and employees assess potential health & safety and security risks?

DPMC and NEMA, as an employer, have several responsibilities under the [Health and Safety at Work Act 2015](#). These responsibilities include a duty to ensure, so far as reasonably practicable, the health and safety of employees while at work, or undertaking work for DPMC and NEMA. This duty applies not only to employees who work on DPMC and NEMA's premises, but also extends to employees when they are working remotely. When discussing a flexible working request explore the potential health & safety and security risks by reviewing the [Health and Safety policy and the Guidelines for Working Away from the Office](#). Any concerns should be addressed as part of the assessment of the suitability of the proposed flexible working arrangements, and an agreement reached in writing about whether and how these concerns can be managed to ensure safe remote working.

Self-employed or independent contractors not covered by the policy are still workers when carrying out work for DPMC and NEMA. These guidelines may be considered useful for managers as under the Health and Safety at Work Act 2015 we have obligations to all workers, regardless of their employment status. Applying the principles of flexible working may be an appropriate response to their individual situation and in the interests of positive and safe working environments. Consideration may need to be given to the contractual undertakings of both parties in such situations.

7. What exactly is meant by compressed hours?

Employees working compressed hours complete their total weekly hours over fewer days. For example, if your IEA requires you to work 40 hours a week over five days, your weekend is generally your own (unless due to the nature of your role there's an expectation that you be available for work). Under an IEA with compressed working arrangements an example could involve working 80 hours over nine weekdays. That would mean that the tenth day where you didn't work would be treated like a weekend and you wouldn't be expected to work on that day.

8. Is it possible to compress the working day by taking out all rest breaks to leave work early?

Rest breaks are in place to ensure the wellbeing of people. It is important that we have an opportunity to take time out during a working day. DPMC and NEMA will not agree to a working arrangement that does not allow for rest breaks. This is a legal requirement and not negotiable. [Employment New Zealand – table of minimum breaks](#)

9. What about informal requests at short notice, e.g. calling in the morning to ask to work from home?

The ongoing conversation between managers and their team members should include whether flexibility to work remotely (including home) is an option, and how much notice should be given for any informal requests. For example, contacting a manager on the day of the request is generally only acceptable in unusual circumstances where something unplanned has occurred. Ideally it will be workable in most situations.

10. What if a manager agrees to an informal or regular flexible working arrangement, but then needs the employee to attend work at DPMC and NEMA?

The manager should give as much notice as possible if an employee is needed on site on an agreed flexible working day, i.e. they are working from home.

The employee is not required to attend work if it is a scheduled day off in an arrangement recorded as part of their IEA, in the same way most staff are not required to work on a weekend as part of their IEA.

11. How does a manager measure what is being achieved working off site?

Through establishing clear expectations and responsibilities, having effective performance, development and growth conversations and ensuring DPMC and NEMA performer status is maintained. Make sure team members are aware of the technology available, how to use it and where to get assistance.

12. How does a manager ensure employees are not overworking when working remotely?

A manager should discuss any concerns of overworking with their employee, to identify why it is occurring and what actions can be taken.

13. If an employee applies for a new position within DPMC and NEMA will their flexible working arrangement continue?

Yes, in most cases arrangements should be able to continue if that was discussed with the hiring manager. If this is not possible, then other flexible working arrangements can be considered, discussed and agreed.

14. If an employee is working remotely and needs to attend a meeting in town, will DPMC and NEMA pay for a taxi or car parking?

In principle, no. Meetings, in particular external meetings, should be scheduled on days that an employee is working at DPMC and NEMA. The principle that the arrangement works for the team, DPMC and NEMA may mean that the employee adjusts their working remotely arrangement on occasion in order to attend those in-person meetings. Distance meeting options should be considered.

15. How do I get hold of the working remotely equipment?

You can order from [CASS IT](#) an additional headset, travel docking station and charger.

Your administration support person can order an additional keyboard and mouse through your budget holder's regular office supplies order.

Employees may make a [Wellbeing Claim](#) to purchase additional equipment for use away from their designated workplace.

16. Do I have a right of appeal if I feel my manager has not considered my application fairly?

If you've talked things over with your manager and you're not happy with the process, you can speak directly with their manager, or the HR team. At any time you may raise a concern with the [Employment Relations Authority](#).



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Guidelines: Working Away from the Office

Working away from the office includes all work undertaken by DPMC employees outside of normal departmental facilities such as working in a fixed location like your home or an alternate office space; or working from a non-fixed location such as working in transit or conducting field work.

Health, Safety and Security Considerations

Security while working away from the office

- Avoid hard copies and keep everything on your CASS issued device.
- Be mindful of how and where you hold conversations with colleagues.
- Be careful about who can see the screen on your laptop or cell phone.
- For more detailed information, particularly if you are working with SENSITIVE or RESTRICTED materials, see [Protective Security Requirements - mobile and remote working](#)

Setting up your work area

- Position your screen so that it is a comfortable eye-screen distance away (this varies from person to person but is usually a range of 500mm – 800mm).
- Check your screen for reflections and glare. Maybe tilt it down if you need to reduce reflections.
- Place your keyboard and mouse on the same level and at a comfortable height.
- Position the keyboard so that there is space of about 50mm (5cms) between the front desk edge and the keyboard. This space is useful for resting the wrists when not typing.
- Is your work surface have enough space to accommodate all the equipment that you will be using?

Exercises

When you feel fatigue or tension developing, or during breaks, do some exercise to stimulate blood flow and help reverse the effects of muscle tension. Try these suggested exercises:

Arm Shakes: Let your shoulders go loose and shake your whole arms, holding your arms straight up and down. Let your wrists go loose, move your arms back and forth to make your hands move, bending loosely at the wrist.

Shoulder Rolls: Relax your shoulders and circle them (holding your body as still as possible) so that they make big circles. Let your arms hang while your shoulders move. Do big circles in both directions.



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Recommended screen height, distance and viewing angle



- A. Monitor Height Viewing angle of screen is between 0° and 65° below horizontal eye level
- B. Monitor Distance At least 500mm from eyes

Using Good Posture

When sitting at your computer, there is no one true and correct position; humans are designed to move around, and we should change our working position throughout the day.





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Health and Safety Considerations for Working Away from the Office

Working environment where home-working takes place	
	Are the work area and floors clear and free of hazards?
	Is the temperature, ventilation and lighting adequate?
	Are files and data secure when not in use? e.g. filing cabinet, computer screen locked
	Is there enough space for all the furniture and equipment used?
	Are any portable heaters away from flammable materials?
	Other activities e.g. home maintenance or construction are assessed to ensure they do not pose a health and safety risk to workers
Workstation set up	
	Is the (desk, table, chair) fit for purpose?
	Have you referred to the provided workstation set up guidance?
	Does the chair provide enough lumbar support?
	Is the chair adjustable?
	Do you have sufficient equipment to complete your tasks?
Emergency Procedures	
	Are any stairways and doorways unobstructed to allow evacuation?
	Do you have working smoke alarms?
	Do you have a fire extinguisher available?
	Do you have an emergency plan? (<i>You should have a planned escape route in case of fire, or Drop Cover Hold in case of earthquakes</i>)
	Do you have a functional First Aid kit?
Communication	
	Is your manager able to keep in contact with you?
	Is support/advice readily available to you in case of IT issues or other work queries?
Electrical Safety	
	Are electrical cables in good condition, no exposed wiring/damage?
	Are there sufficient numbers of sockets to prevent overloading?


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Health and Safety Policy

Policy details

Version	1.0	Contact	Sharyn Foote, Corporate Health and Safety Advisor
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Andrew Kibblewhite, Chief Executive
Date for review	1/08/2020	i-Manage	4063656

Name	Role	Signature	Date
Andrew Kibblewhite	Chief Executive		15/08/2017

Objective

To ensure that all of DPMC's officers and workers (and any other person in a DPMC workplace) are in a healthy, safe and supportive environment.

Principles

The Department of the Prime Minister and Cabinet (DPMC) is committed to managing health, safety and wellbeing in the work place in a proactive and participatory way. DPMC commits to:

1. Continuous improvement in health, safety and wellbeing, ensuring it is reflected in our day-to-day operations.
2. Operating a risk-based approach to health, safety and wellbeing ensuring that where risks are identified and cannot be eliminated, they are controlled to as low as reasonably practicable.
3. Involving employees in health, safety and wellbeing activities as they are critical to successful health, safety and wellbeing management.
4. Ensuring that all employees are knowledgeable, confident and competent to achieve their health and safety responsibilities.
5. Ensuring all employees accurately report, record and respond to all risks, accidents or incidents they are involved in, in a timely manner.

Applies to

This policy applies to everyone in DPMC, including seconded, contracted and temporary staff (together referred to in this policy as 'employees'), regardless of position or seniority.

Responsibilities

Role	Responsibilities
Executive Leadership Team	Lead and champion health, safety and wellbeing throughout the Department.
Managers	Promote health, safety and wellbeing amongst their teams, and lead by example by actively creating and maintaining a safe and healthy workplace.
Health and Safety Committee	Represent and be an advocate for all employees on health, safety and wellbeing.
All Employees	Take reasonable care that their actions do not adversely affect the health, safety and wellbeing of themselves or others. Notify risks and issues, and report incidents and accidents accurately and in a timely manner. Comply with this policy and any reasonable instructions of DPMC

Related policies, guidance and information

This Policy should be read in conjunction with other DPMC documents and Legislation including (but not limited to):

- DPMC Health and Safety Framework
- DPMC Health and Safety Manual
- DPMC Health and Safety Risk Register
- Health and Safety Induction
- Kainga – Health and Safety Portal
- Health and Safety at Work Act 2016
- Health and Safety Regulations, Standards and Codes of Practice
- DPMC Wellbeing Policy

Recruitment and Selection Policy

Version:	1.0	Contact:	Human Resources Manager (DPMC)
Status:	1 July 2017	Approved by:	Chief Executive
Date for Review:	1 January 2019	iManage:	3920571

Name	Chief Executive Role	Signature	Date
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Released under the Official Information Act 1982

RECRUITMENT AND SELECTION POLICY

Introduction

1. DPMC is committed to providing its employees a fair and equitable recruitment and selection process. The recruitment and selection process will complement DPMC's Diversity & Inclusion programme and will meet all legislative requirements.
2. Recruiting to obtain the most suitably skilled person for each vacancy is an important part of achieving DPMC's wider capability goals.
3. When recruiting, there is significant opportunity for DPMC to:
 - pro-actively seek out opportunities to increase diversity;
 - attract talented individuals whose motivations and aspirations match the desired organisational culture;
 - select individuals whose attributes and work preferences align to the organisation's values; and
 - promote DPMC's employment brand through innovative advertising campaigns and outstanding candidate management.
4. Our recruitment processes also enable us to meet the Protective Security Requirements to ensure that our employees:
 - are eligible and suitable to have access to government information and resources;
 - have had their identity established; and
 - are willing to comply with government policies, standards, protocols and requirements that safeguard our resources (people, information and assets) from harm.
5. The principles of recruitment at DPMC are:
 - To recruit the best people who will contribute positively to DPMC's purpose and culture.
 - Purpose: Advancing a confident, well governed and secure New Zealand
 - Focus: Together serving and supporting effective executive government
 - Spirit and Character: Vigilant, Courageous, Farsighted, Agile, Principled, Savvy and Resilient
 - We will run a fair and inclusive process when recruiting and seek excellence from both internal and external candidates. We act on opportunities to promote ourselves in the employment market and select from the widest range of applicants.
 - We acknowledge the strength of a diverse workforce and embrace difference within our views, ethnicities, beliefs, gender or other factors that make us and others unique. We recruit for commonality of values but acknowledge that a smart organisation is a diverse one.
 - We are fair. This means that our process is consistent, well documented and appointments are always based on merit. We advertise all positions as necessary to meet our obligations as a state sector employer and will review appointments where a right of review process has been requested.
 - When we recruit, we are ambassadors for DPMC. This means that we treat candidates with respect, confidentiality and integrity. We keep our promises, communicating and following up when we say we will – every time.

Purpose

6. The purpose of this policy is to provide an overview of the processes and principles to be applied when recruiting for DPMC. It is intended to help managers achieve better recruitment outcomes for DPMC through attracting and selecting high calibre individuals that meet our current and future capability requirements.

RECRUITMENT AND SELECTION POLICY

Scope

In-Scope

7. Those who are recruiting on behalf of DPMC. This includes hiring managers and any employees or contractors undertaking any part of the advertising, selection or review process.

Definitions

8. The following terms contained in this policy are defined as:

<i>Hiring manager</i>	The manager responsible for the work the role being advertised is going to perform
<i>Recruitment agency</i>	An external organisation to whom the acquisition of a human resource is outsourced in exchange for a placement fee.
<i>Psychometric assessment</i>	A set of scientific measurements of skills and knowledge, abilities, attitudes, personality traits, and educational achievement of a person with the aim to predict behaviour and success in specific circumstances
<i>National security clearance</i>	The privilege of being granted access to an appropriate level of classified information after being vetted by referees appointed by the New Zealand Security Intelligence Service
<i>SnapHire recruitment system</i>	The system used for the electronic capturing and management of the candidate pools utilised in the recruitment and selection of candidates to potentially be appointed to DPMC employment opportunities.

Relevant Legislation

9. Legislation relevant to this policy:
 - Human Rights Act 1993
 - State Sector Act 1988
 - Employment Relations Act 2000
 - Privacy Act 1993
 - Fair Trading Act 1986
10. Further, the exceptions provided under s25 Human Rights Act 1993 applies in respect of National Security Clearances.

Related Policies and documents

11. Related policies, procedures and other official documents are:
 - Diversity & Inclusion Policy
 - SnapHire Information for Hiring Managers

Policy Detail

12. Managers need to familiarise themselves, and any of their team whom they nominate to participate in recruitment activity, with the content of this document. Any questions regarding the content or interpretation of this policy and process should be directed to HR.

Recruitment Approval

13. When a position is established managers must determine what level of protectively marked information or resources the position is required to access. The security clearance required for the position will have a bearing on the recruitment process and must be marked clearly in the job description and advertising material.
14. Before initiating a recruitment process, the business need for having a role is assessed. Managers should consider if there is current resource capacity to meet needs, whether this could be a

RECRUITMENT AND SELECTION POLICY

development opportunity for another employee, or if another approach to recruitment could be taken.

15. When recruiting for roles which require the employee to hold a national security clearance, it is important to ensure that candidates are eligible for security vetting. Potential applicants are to be advised at the time of advertising that the position requires a national security clearance and to outline the criteria for eligibility.
16. If recruitment is the appropriate approach then it should occur within the full time staff establishment equivalent (FTE) headcount limits, and take into account how the salary budget will be impacted. Usually a one-for-one replacement will have minimal impact, however where there is a change in job level it is important to evaluate how the budget may be affected.

Selection Panel

17. A selection panel will be formed to assess the applicants for all vacancies.
18. The panel should consist of at least three members including the direct manager of the position. The panel should also have a gender mix.
19. Ideally the same panel members would be involved in the short listing and interviewing process prior to making a final recommendation.

Advertising

20. Except in exceptional circumstances as determined by the Chief Executive, permanent vacancies should be advertised to meet the requirements of Section 61 of the State Sector Act.
21. Section 61 of the State Sector Act states that DPMC shall, wherever practicable, notify the vacancy or prospective vacancy in a manner sufficient to enable suitably qualified persons to apply for the position.
22. Where a fixed term vacancy of more than six months arises, the vacancy should be advertised. If the fixed term is for a period of less than six months, the vacancy does not need to be advertised.
23. All advertising will be posted on the intranet (Kāinga) and the DPMC website. All external advertising will be on the Public Service job board (jobs.govt.nz), Seek and other relevant external websites, eg, specialist or industry websites, university job boards.
24. Recruitment must be carried out in the most cost effective way possible. On-line advertising is the most cost effective therefore is typically the first and preferred advertising approach.
25. Alternative advertising media may include social networking sites, local or national newspapers, technical or specialist media, off-shore advertising media, print media and, in a limited number of cases through recruitment agencies.
26. The use of government jobs and DPMC's own internet site are the minimum external channels.
27. Advertisements must provide a brief overview of the unit, the role and the person specification. The advertisement must be a fair representation of the position and what it offers.
28. HR will co-ordinate the process for publishing all vacancies in consultation with the hiring manager.

Recruitment Agencies

29. The merits of using a recruitment agency should be carefully assessed at the early stage of the recruitment process and discussed with HR, as agency recruitment can be expensive.
30. Hiring managers cannot enter into any agreement with specific recruitment agencies without talking to HR in the first instance to ensure the agency is part of the approved All of Government (AoG) panel of agencies and listed as one of the preferred providers in SnapHire.

RECRUITMENT AND SELECTION POLICY

31. Where possible, it is preferable for DPMC to reinforce its employment brand by managing the advertising and recruitment process and sourcing candidates directly in the employment market. However, there are occasions where better results may be achieved through the use of recruitment agencies.
32. These may include situations where:
 - there is an unusually high number of existing vacancies, or volume recruitment required, and subsequently the resources to manage the recruitment process are not currently available;
 - a confidential approach to dealing with applicants is required for the role;
 - there is scarcity of candidates available in the market place for that particular role, which therefore requires a broad recruitment approach. This may include an international search for candidates; and
 - it is more cost effective in terms of time.

e-Recruitment System – SnapHire

33. HR use an e-recruitment system called SnapHire to manage the end to end recruitment process.
34. SnapHire must be used for; approval to appoint, advertising, receiving applications, correspondence with candidates, and documenting selection comments and decisions.
35. HR will provide training for managers and support staff on how to use SnapHire ([SnapHire Guide 3014344](#)). Reference guides are also available under HUMAN RESOURCE MANAGEMENT – Policies, Procedures and Guidelines – Resources – Recruitment Guides, Templates and Examples.

Pre-Employment Checks

36. To ensure that all employees, including secondees and temps, are suitable to access official information and resources, we will conduct pre-employment checks in accordance with the State Services Commission and Protective Security Requirements guidelines.
37. The pre-employment checks are completed by the hiring manager and supported by HR, and **must** include:
 - Pre/at interview:
 - identity verification (as per DIA standards for evidence of identity).
 - confirmation of citizenship
 - confirmation of right to work in New Zealand
 - Post-interview
 - criminal records check
 - confirmation of employment history
 - character references
38. Any exceptions to these checks must be approved by the Chief Security Officer (CSO) or Deputy Chief Security Officer (DCSO).

Recruitment Documentation

39. Each vacancy will have a specific iManage folder that will be used to save recruitment information related to that vacancy (e.g. job adverts, any email correspondence outside SnapHire, interview questions and closed vacancy information from SnapHire). HR will organise to have vacancy folders set up as required.
40. The exceptions will be job descriptions which are saved in a specific Job Description iManage folder, and evaluative material (e.g. scanned reference checks and interview notes) which will be saved in the appropriate folders by HR.

RECRUITMENT AND SELECTION POLICY

41. The hiring manager and HR are responsible for saving information that they create in the appropriate vacancy folder.

Selection Methods

42. The panel may use a range of selection and assessment techniques. The selection tool(s) used must be valid and directly related to the requirements of the vacancy.
43. A consistent selection process must be adopted for each vacancy and all candidates must be given an equitable opportunity to demonstrate their suitability for the position. As a minimum, selection panels:
 - will assess applicants against the pre-set and agreed criteria for the position throughout the selection process;
 - will base the selection criteria on the competencies and person specification in the job description;
 - will use a structured interview whereby a predetermined set of relevant questions has been prepared by the panel as well as a question on any potential conflicts of interest;
 - will conduct verbal reference checks with at least two referees for the preferred candidate. The panel must ask questions on the preferred candidate(s) discretion and ethics. Where more than one candidate could be suitable for appointment, the panel may consider conducting referee checks for the preferred candidate with the most merit;
 - may require preferred candidate(s) to complete a psychometric assessment from our preferred vendor. This may not necessarily be required for fixed-term vacancies of six months or less; and,
 - may seek verification of all academic records prior to job offer, as required.
 - HR conducts a Ministry of Justice check and a consumer credit check on the preferred candidate(s).

Special Interview Considerations

44. All applicants who are invited to attend an interview will be advised that they may choose to be accompanied at the interview by a whanau or support group.
45. They will also be asked if they have any special needs that should be considered when organising the interview.

Security Requirements

46. During the interview, the applicants should be advised of any special security requirements of the position, including their on-going employment being subject to their ability to obtain and maintain a security clearance.
47. They must be asked if they have any convictions or involvement in activities or groups that may affect their ability to be granted a security clearance; details of citizenship, including any dual citizenship held.
48. For positions such as those requiring a Top Secret Special or Top Secret clearance, employment cannot commence prior to the clearance being achieved unless successful candidates are able to be placed in an area of DPMC where the work they do is classified only up to Sensitive/Restricted.
49. All job offers are subject to gaining and maintaining the appropriate security clearance.

Conflict of Interest

50. During the interview process all applicants will be asked if they have any conflicts of interest, i.e. if they or family members are affiliated to any parties in government or strong activist groups, financial conflicts etc.

RECRUITMENT AND SELECTION POLICY

Selection Documentation

51. The recommendation to appoint must be in writing and signed (or via filed emails of confirmation from each panel member that they agree) by the selection panel. This report should include an overview of the recruitment and selection process and a summary of the interviewees and their relative match with the criteria for the vacancy.

Appointment Approvals

52. Appointments may only be approved by those managers who were given formal delegated authority to do so. Managers who participate in the selection process for one of their vacancies should not subsequently approve an appointment. Rather, the recommendation to appoint should be referred to their manager for approval.
53. All substantive Tier three management appointments should be discussed with the Chief Executive.
54. At no time during the recruitment and selection process should any applicant be given an explicit or implied offer or promise of employment until the appointment has been formally approved.

Offers of Employment and Notification of Appointment

55. Following an approval to appoint a candidate and prior to making an offer of employment, the manager should familiarise themselves with the Remuneration Policy and consult with HR and agree on the appropriate remuneration level to be offered.
56. The manager or, in exceptional circumstances a member of the HR team, may then make a verbal offer of employment. The HR team will draft an employment agreement after receiving written notification of acceptance of the verbal offer from the successful candidate. This is currently a SnapHire process. The candidate can take the offer and employment agreement away to consider and to get independent advice before accepting.
57. DPMC shall in terms of section 64 of the State Sector Act, notify other DPMC employees within the department of every appointment (other than that of an acting, temporary, or casual employee).

Job Descriptions

58. The current job description for an employee's position is included with the individual letter or employment agreement provided to all successful applicants. It is the responsibility of the manager to make sure the job description is kept up to date. A good time to do this is once a year to the annual performance management cycle (February to March). Your job description is not intended to be an exclusive list of tasks and should not be regarded as such. Employees will be consulted on changes to their job description, and no significant changes to duties can be made without the employee's consent, although it is expected that employees will not unreasonably withhold their consent to such changes.

Recognition of Previous Service

59. Your qualification for leave, other than public holidays, and for other service-related benefits is conditional upon service with the department being continuous.
60. Continuous service means you have remained on the department payroll without a break. Periods of parental leave within the Parental Leave and Employment Protection Act 1987, or leave without pay which have been authorised by the department, do not constitute a break in service. Service with other departments of the Public Service and with the Parliamentary Service is also recognised, provided that you joined the department within one month of leaving either of them. ("Public Service" is recognised as that defined in the First Schedule of the State Sector Act 1988). Service for which Severance or Enhanced Early Retirement payments or arrangements were made is not

RECRUITMENT AND SELECTION POLICY

included in the continuous service calculation.

61. If you wish prior service to be recognised and/or to carry forward any sick leave, you must provide Human Resources with a certificate of service from your previous public sector employer(s) within two months of commencement at DPMC. The certificate of service should include details of your term of employment, whether you worked part-time or full-time, any breaks in service, your sick leave entitlement and balance and the circumstances under which you ceased employment.
62. Your service with another relevant organisation is able to be considered as continuous service with the department for the purpose of service-related benefits. This is at the discretion of the Chief Executive. Employees to whom this applies will be advised of this in their letter of offer.

Employee Records

63. Information on all staff is held on individual personal files and on DPMC databases. Personal files are held by HR, in accordance with the Privacy Act. This is a departmental file and employees are entitled to see (but not take away) their personal file at any time if they request it. Employees also have the opportunity to seek corrections to any information on the file. The manager of the employee or HR is also available to answer any queries you may have about your conditions of employment.

Secondary / Other Employment

64. Employees who wish to become involved in secondary employment should seek written permission, before they enter into that employment, from their director.
65. Employees must disclose any secondary employment where there is deemed to be an actual or perceived conflict of interest with DPMC, or where sensitive information could be disclosed to a third party.

Appointment Appeals and Reviews

66. The 'Review of Appointment Process' in Appendix 1 specifies the procedure for challenging an appointment and for dealing with such appeals.

Cost Efficiencies

67. Print advertising can be expensive so the cost benefit must be taken into account. Print advertising should also use space efficiently, and use smart formats such as bold, large and prominent headings, directing readers to a website for more information enabling smaller adverts or combining several vacancies to form composite advertising.

HR Involvement

68. The HR team will provide advice and assistance in the selection process for all vacancies.
69. The aim of the HR team's involvement is to ensure a consistent and fair approach to recruitment and selection throughout the Department, and to ensure that the many and varied legislative and human resource policy requirements are met.
70. Training on using the SnapHire recruitment interface is provided by HR.

Business Unit Administration Involvement

71. The business unit administration support is expected to provide administrative assistance throughout the process.

RECRUITMENT AND SELECTION POLICY

Induction

72. DPMC is committed to ensuring staff understand the role of DPMC and the functions of the various units and that the transition into DPMC for new staff is as straightforward and enlightening as possible. Induction into the department will therefore comprise of:
- an introductory information pack prior to commencement (from HR);
 - an introduction to the unit by their manager or a co-worker (when they commence);
 - an introduction with the HR Business Partner and a discussion around the human resource function/requirements (with a member of the HR team);
 - an introductory visit to other units that they will liaise with (to be arranged by their manager soon after their commencement);
 - an induction guide to our practices, "Our DPMC, Your DPMC" provided by their manager;
 - DPMC induction day which is held quarterly;
 - health and safety induction; and
 - security awareness training.

Responsibilities

73. Responsibilities are contained in Appendix 2.

Released under the Official Information Act 1982

Review of Appointment Process

Advertising Vacancies

Except in exceptional circumstances as determined by the Chief Executive, permanent vacancies should be advertised to meet the requirements of Section 61 of the State Sector Act.

Where a fixed term vacancy of more than six months arises, the vacancy will be advertised. If the fixed term is for a period of less than six months, the vacancy does not need to be advertised.

Requesting a Review

Who can request a review?

There is no statutory right of review for persons, including unsuccessful applicants for positions, who are not DPMC employees. However, if the Chief Executive, DPMC sees fit to do so, he or she may institute a review of an appointment in response to a request from someone outside DPMC (requester).

Request for Information

A DPMC employee or external requester who is concerned about an appointment may seek information to assess whether a review should be sought, and/or to assist in making a complaint.

The information provided should be limited to that which is necessary to enable the individual seeking the review to assess whether:

- the person best suited to the position was appointed;
- the proper process was followed; and/or
- whether there was discrimination in the appointments process.

How to request a review

Requests for review must be made in writing to the Principal HR Business Partner – DPMC within 10 working days of an appointment.

A request for review must state the appointment to which the request relates, the grounds for review and whether the employee or requester wishes to be heard on the matter.

Additional Written Material

In addition to their initial written complaint, complainants may submit written material they consider appropriate but should endeavour to provide it as quickly as possible to enable the review to be completed within its specified timeframe.

Review Process

Once the request for review is received, the Principal HR Business Partner will do an initial assessment of the complaint and advise the complainant in writing of the appropriate method and process for dealing with the complaint. This is to determine if the complaint may be effectively satisfied, outside formal review procedure. The response will be returned to the complainant/requester within 2 working days of receipt of the written complaint.

A dissatisfied complainant can seek to have the Principal HR Business Partner's decision reviewed by the Chief Executive, DPMC or his / her nominee. The Chief Executive or the Principal HR Business Partner as his/her delegated manager will appoint a Reviewer or if applicable, a review committee, who will formally review the appointment and make a recommendation to the Chief Executive, on the complaint within 10 working days. If a review is requested, the appointment will remain provisional after the initial 10 provisional working days applicable for all vacancies, until the outcome of the review has been determined.

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The Reviewer will determine the most appropriate procedure consistent with the need to ensure an equitable and efficient decision. They will consider all written material relating to the appointment / complaint and on the basis of this decide in each case whether it is necessary to seek further input from any party including the complainant, the appointee, the interview panel or independent experts.

The complainant could be given the opportunity to meet with the Reviewer and may be given the choice of having someone else present with them at that meeting (e.g. a friend, whanau or other representative).

Outcome of a Review

The Reviewer will consider all matters raised by the complainant if the appointment decision/process resulted in the best-suited candidate being selected for possible appointment.

The outcome of the review is a written recommendation from the Reviewer to the Chief Executive (or their delegate) to:

- confirm the provisional appointment or;
- cancel the provisional appointment and advertise/re-advertise the vacancy or;
- cancel the provisional appointment and refer the matter back to the appointing manager / appointment panel for further consideration or;
- cancel the provisional appointment and appoint the complainant or;
- address through any other means the concerns of the complainant either in whole or in part.

The Decision and feedback

The Chief Executive receives the report with recommendations and makes a decision on what action is to be taken. The Reviewer conveys the decision to the affected parties.

Timing

The review process is completed and decisions made within four weeks of receipt of the request/complaint.

Vexatious Requests/Complaints

Where requests / complaints are considered to be vexatious or frivolous, or not made in good faith they may be addressed by the Chief Executive as they see fit.

Responsibilities

The Chief Executive is responsible for:

- approving the Recruitment and Selection Policy with appropriate consultation; and
- being involved in the final selection process of a tier three position.

Hiring Managers/Panel Chair are responsible for:

- Hiring managers/panel chair is responsible for completing and managing their recruitment process including;
 - requesting vacancy approval
 - ensuring the job description is accurate
 - drafting job adverts
 - creating interview questions
 - shortlisting applications
 - interviewing
 - reference checking
 - ensuring that the panel follows due process
 - completing the Selection Write Up document
 - seeking approval to appoint
 - making a verbal employment offer
 - communicating with unsuccessful applicants, and providing feedback if requested
 - ensuring all pre-employment checks are successfully completed

Panel Members are responsible for:

- assisting the hiring manager to select and recommend applicants for appointment.

DPMC employees are responsible for:

- understanding and adhering to the requirements of the Recruitment and Selection Policy.

HR is responsible for:

- co-ordinate the process for publishing all vacancies in consultation with the hiring manager; and
- providing advice on recruitment such as the use of SnapHire, employment legislation and process requirements, best practice advertising and candidate attraction strategies and selection methods.



Health and Safety Policy

Version	1.0	Contact	Chris Gianos, Principal Advisor Risk
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Brook Barrington, Chief Executive
Date for review	1/08/2023	iManage	4334993.1

Name	Role	Signature	Date
Brook Barrington	Chief Executive		28/10/2020

Objective

To ensure that all of DPMC and NEMA's officers and workers (and any other person in a DPMC or NEMA workplace) are in a healthy, safe and supportive environment.

Principles

The Department of the Prime Minister and Cabinet (DPMC) is committed to managing health, safety and wellbeing in the workplace in a proactive and participatory way. DPMC is committed to:

1. Continuous improvement in health, safety and wellbeing, ensuring it is reflected in our day-to-day operations.
2. Operating a risk-based approach to health, safety and wellbeing ensuring that where risks are identified and cannot be eliminated, they are controlled and minimised as much as is reasonably practicable.
3. Involving employees in health, safety and wellbeing activities as they are critical to successful health, safety and wellbeing management.
4. Ensuring that all employees are knowledgeable, confident and competent to achieve their health and safety responsibilities.
5. Ensuring all employees accurately report, record and respond to all risks, accidents or incidents they are involved in, in a timely manner.

Applies to

This policy applies to everyone in DPMC and the National Emergency Management Agency (NEMA), including seconded, contracted and temporary staff (together referred to in this policy as 'employees'), regardless of position or seniority. It applies to all premises and places where employees legitimately conduct departmental business, and all information, resources and assets that DPMC and NEMA own or are accountable for. This policy also applies to employees of Central Agency Shared Services (CASS) when working on DPMC premises.

Related policies, guidance and information

This Policy should be read in conjunction with other DPMC documents and Legislation including (but not limited to):

- [DPMC Health and Safety Framework](#)
- [DPMC Health and Safety Manual](#)
- [DPMC Health and Safety Risk Register](#)
- [Health and Safety Induction](#)
- [Health and Safety Portal](#)
- [Health and Safety at Work Act 2015](#)
- [Health and Safety at Work \(General Risk and Workplace Management\) Regulations 2016](#)
- [DPMC Wellbeing Policy](#)

Responsibilities


Role	Responsibilities
Executive Leadership Team	Lead and champion health, safety and wellbeing throughout the Department.
Managers	Promote health, safety and wellbeing amongst their teams, and lead by example by actively creating and maintaining a safe and healthy workplace.
Health, Safety and Security Team	Supports DPMC in providing a healthy, safe and secure working environment for all staff, contractors and visitors.
Health and Safety Committee	Enable the business to bring together workers and management in the review and development of health and safety policies and procedures for the workplace. Make recommendations relating to work health and safety
Health and Safety Representatives	Attend Health and Safety Representative training as required Represent workers on health and safety matters Make health and safety recommendations Investigating complaints and risks to worker health and safety Monitoring health and safety measures taken by the Department
All Employees	Take reasonable care that their action or inaction does not adversely affect the health, safety and wellbeing of themselves or others. Notify risks and issues, and report incidents and accidents accurately and in a timely manner. Comply with this policy and any reasonable instructions of DPMC.

Recruitment and Selection Policy

Original policy approved by:

i-Manage reference	3920571	Approved by	Chief Executive
Date originally approved	1/07/2017		

Amended policy approved by:

i-Manage version	Version Number	Contact	Human Resources Manager
Amended version approved by	Executive Director, Strategy, Governance and Engagement Group (SGE)	Name Signature	Clare Ward 
Date amended version approved	11/05/2022	Date for review	12/05/2024

Objective

1. This policy sets out the Department of the Prime Minister and Cabinet's (DPMC) and the National Emergency Management Agency (NEMA) approach to recruitment and selection to support robust, objective, and diverse practice that provides the right talent and aptitude that supports the organisations to achieve their objectives and the achievement of good outcomes for Aotearoa New Zealand.

Principles

2. The principles that underpin this policy and give effect to it are:
 - Transparency - we will have open processes that are accountable and fair
 - Diversity - we will develop and run processes that support diversity
 - Planned – good recruitment is planned and scheduled

Applies to

3. This policy applies to everyone in DPMC and NEMA including permanent, fixed-term, seconded-in, casual and temporary staff (together referred to in this policy as 'employees') regardless of position or seniority.

4. Those who are recruiting on behalf of DPMC and NEMA. This includes hiring people leaders and any employees or contractors undertaking any part of the advertising, selection or review process.

Policy Statement

5. DPMC and NEMA's policy is that they will use robust and objective recruitment and selection practices to attract and recruit the most suitably skilled person for each vacancy and to build the diversity of both organisations.

Giving effect to this policy

6. We will give effect to the policy by:
 - a. Using recruitment to:
 - [develop a more diverse workforce – one that is representative of the New Zealand population](#):
 - attract talented individuals whose motivations and aspirations match the desired organisational culture
 - select individuals whose attributes and work preferences align to the organisation's values
 - promote our employment brand through innovative attraction approaches and outstanding candidate management
 - DPMC and NEMA will work proactively to attract and recruit Māori
 - b. Ensuring that our recruitment processes enable us to meet the Protective Security Requirements and Workforce Assurance Model Standards to ensure that our employees:
 - are eligible and suitable to have access to government information and resources
 - have had their identity established
 - are willing to comply with government policies, standards, protocols and requirements that safeguard our resources (people, information and assets) from harm
7. The policy has a [Recruitment and Selection Guide](#) that set out the required processes to implement the objectives and principles of this document.

Responsibilities

Role	Responsibilities
Hiring People leaders/ Panel Chair	<p>Hiring people leaders/panel chair are responsible for completing and managing their recruitment process including:</p> <ul style="list-style-type: none"> • deciding if the role is needed • deciding what is required to meet DPMC and NEMA needs and objectives including: <ul style="list-style-type: none"> ○ attracting and recruiting Maori; and ○ develop a more diverse workforce – one that is representative of the New Zealand population: • have completed understanding bias training prior to participating in a recruitment panel (E-Tipu link to be confirmed when new LMS live) • understanding the appropriate remuneration range and relativities • requesting vacancy approval • determining attraction strategies • ensuring the job description meets the requirements of the role • drafting job adverts • creating interview questions • shortlisting applications • interviewing • reference checking • ensuring that the panel follows due process • completing the Selection Write Up document • seeking approval to appoint • making a verbal employment offer • communicating with unsuccessful applicants, and providing feedback if requested • ensuring all pre-employment checks are successfully completed
Panel Members	<p>Assisting the hiring people leader to select and recommend applicants for appointment.</p>
Business Unit Administration	<p>The business unit administration support is expected to provide administrative assistance throughout the process.</p>
Human Resources	<p>The aim of the Human Resources Team's involvement is to support a consistent and fair approach to recruitment and selection throughout the Department, and to ensure that the many and varied legislative and human resource policy requirements are met by:</p> <ul style="list-style-type: none"> • co-ordinating the process for publishing all vacancies in consultation with the hiring people leader; and • providing advice on recruitment such as the use of SnapHire, employment legislation and process requirements, best practice advertising and candidate attraction strategies and selection methods. • Advice and assistance in the selection process as required by the hiring people leader • Training on using the SnapHire recruitment interface is provided by HR • Remuneration control – providing advice and recommendations to ensure pay comparability and addressing gender and ethnic pay gap issues • Manage escalation process to CE for leaders ignoring pay advice and recommendations

Relevant legislation, policies, and documents

- [Human Rights Act 1993 - the exceptions provided under s25 Human Rights Act 1993 applies in respect of National Security Clearances](#)
- [Public Services Act 2020](#)
- [Employment Relations Act 2000](#)
- [Privacy Act 2020](#)
- [Parental Leave and Employment Protection Act 1987](#)
- [Official Information Act 1982](#)
- [Te Kawa Mataaho | Public Service Commission Workforce Assurance Model Standards](#)
- [Protective Security Requirements](#)
- [DIA Identification Management Standards](#)
- [DPMC Gender Pay Gap Plan](#)
- [NEMA Gender Pay Gap Plan](#)
- [DPMC Strategic Intentions 2021- 2024](#)
- [Delegations Policy](#)
- [Remuneration Policy](#)
- [Recruitment and Selection Guide](#)
- [SnapHire Guide for People Leaders](#)
- [SnapHire Guide for Support Staff](#)

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Recruitment and Selection Guide

i-Manage reference	4361477	i-Manage version	4
Contact	HR Manager		
Approved by	Executive Director, Strategy, Governance and Engagement Group (SGE)	Name	Clare Ward
		Signature	
Date approved	11/05/2022	Date for review	28/06/2024

Introduction

1. This document provides detail about recruitment and selection at Department of the Prime Minister and Cabinet (DPMC) and National Emergency Management Agency (NEMA). This document should be read in conjunction with the [Recruitment and Selection Policy](#).
2. Roles and responsibilities in relation to recruitment and selection are set out below.

Role	Responsibilities
Hiring people leaders/panel chair	<p>Hiring people leaders/panel chair are responsible for completing and managing their recruitment process including:</p> <ul style="list-style-type: none"> • deciding if the role is needed • deciding what is required to meet DPMC and NEMA needs and objectives including: <ul style="list-style-type: none"> ○ attracting and recruiting Maori; and ○ develop a more diverse workforce – one that is representative of the New Zealand population: • have completed understanding bias training prior to participating in a recruitment panel • understanding the appropriate remuneration range and relativities • requesting vacancy approval • determining attraction strategies • ensuring the job description meets the requirements of the role • drafting job adverts • creating interview questions • shortlisting applications • interviewing • reference checking • ensuring that the panel follows due process

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Role	Responsibilities
	<ul style="list-style-type: none"> completing the Selection Write Up document seeking approval to appoint making a verbal employment offer communicating with unsuccessful applicants, and providing feedback if requested ensuring all pre-employment checks are successfully completed
Panel members	<ul style="list-style-type: none"> Assisting the hiring people leader to select and recommend applicants for appointment. Signing off recruitment recommendations Ideally have completed bias training to support an inclusive process
Business unit administration/ support staff	<ul style="list-style-type: none"> Providing administrative assistance throughout the process to their people leaders
Human resources	<p>The aim of the Human Resources Team's involvement is to support a consistent and fair approach to recruitment and selection throughout the Department, and to ensure that the many and varied legislative and human resource policy requirements are met by:</p> <ul style="list-style-type: none"> co-ordinating the process for publishing all vacancies in consultation with the hiring people leader; and providing advice on recruitment such as the use of SnapHire, employment legislation and process requirements, best practice advertising and candidate attraction strategies and selection methods. Advice and assistance in the selection process as required by the hiring people leader Training on using the SnapHire recruitment interface is provided by HR Remuneration control – providing advice and recommendations to ensure pay comparability and addressing gender and ethnic pay gap issues Manage escalation process to CE for leaders ignoring pay advice and recommendations

3. Recruitment is an important process. It is worth taking the time to understand the process and get this correct.
4. We recommend reading the whole process through once and then referencing as needed as you complete the process
5. Recruitment is a multi-stage process with key requirements at various points to both meet our employer obligations and strategic intentions.
6. As these processes are quite long and often referred to at the time of the actual point in the process there is duplication of some key points.
7. Recruitment works best as a process when:
 - it's organised and documented – all parts of the process operate smoothly and ensure candidates are taken care of and the Department's' brand is maintained. Good documentation is critical if a review is requested
 - has been thought through – the rationale for the role, the selection tools and how to meet the Department's objectives including Diversity and inclusion
 - the process is timely – moves smoothly to time and candidates feel connected and informed

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Overview of the Recruitment process

Phase	Step	Activity summary
<p>Planning</p> <p>Recruitment works best when the process has been thought through including:</p> <ul style="list-style-type: none"> ▪ the rationale for the role, ▪ the selection tools ▪ how to meet the Department's' objectives including Diversity and inclusion <p>Planning indicators:</p> <ul style="list-style-type: none"> • it's organised and documented • all parts of the process operate smoothly • candidates are taken care of • there is good documentation if a review is requested 	<p>Resource planning</p>	<ul style="list-style-type: none"> • People leaders should consider if there is capacity to meet resourcing/ delivery needs, whether this could be a development opportunity for another employee, and if another approach to recruitment could be taken, for example Secondment. The secondment process is outlined in Appendix 3. • If recruitment is the appropriate approach, then the resource planning should include salary and overhead budget impact. • If the role is changing or new, a new position number is needed – see the position management guide. Check the Delegations Policy for approval of new positions.
	<p>Attracting and Recruiting Māori</p>	<ul style="list-style-type: none"> • Hiring people leaders need to take active steps in both planning and managing the process to ensure Māori candidates are attracted, apply, and are assessed for the role. • The steps need to be specific and considered, for example in your advertising strategy and how you engage in the interviews - whakatau for each candidate or conducting the interview in Te Reo Māori. See interview considerations and this guidance on recruiting Māori.
	<p>Diversity in your team and our workforce</p>	<ul style="list-style-type: none"> • We have a stated goal of developing a more diverse workforce – one that reflects the diversity within DPMC and NEMA and our communities. • To give effect to this a hiring people leader can take active steps in the planning stage and through the process to ensure a diverse range of candidates are attracted, apply, and are assessed for the role. Work through the checklist on how to do this. • Diversity can mean but not limited to – Pacific Peoples, Asian, people living with disability, Rainbow, gender diverse, neuro-diverse, age.
	<p>Scheduling</p>	<ul style="list-style-type: none"> • To achieve a fair equitable and timely process it is important to develop a plan and timeline. • Once approval to recruit is granted, a typical recruitment process takes approximately 13 weeks, end-to-end, from finalising the job description and advert to an individual being 'live' in the business. Time to recruit can be reduced through effective planning.
	<p>Protective Security requirements</p>	<ul style="list-style-type: none"> • When a position is being recruited it is important to determine what level of protectively marked information or resources the position is required to access. The security clearance required for the position will have a bearing on the recruitment process and must be marked clearly in the job description and advertising material. • See Information Security for guidance and further help is available from HealthSafetyandSecurity@dpmc.govt.nz

RECRUITMENT AND SELECTION GUIDE

Phase	Step	Activity summary
Working through these steps will produce a good process		<ul style="list-style-type: none"> There are default clearance levels - all DPMC and NEMA employees at a minimum need to be able access restricted level material. For recruitment purposes this means all pre-employment checks must be undertaken for all roles.
	<u>Job description</u>	<ul style="list-style-type: none"> It is the responsibility of the people leader to make sure the job description is kept up to date. The job description is not intended to be an exclusive list of tasks and should not be regarded as such Job is sized if new or major changes made DPMC job description template NEMA job description template Think about Flexible working – applicants may request or want to retain their existing flexible working arrangements
	<u>Selection criteria</u>	<ul style="list-style-type: none"> Determining the key criteria that the screening and selection of candidates will be based on
	<u>Remuneration Assessment</u>	<ul style="list-style-type: none"> The hiring people leader will need to determine the appointment range for the position within the scope provided by the Remuneration Policy. Usually this is tied to the job description. Once a preferred candidate is identified, the hiring people leader will need to consider the pay relativities of the proposed remuneration within the team and across the broader organisation. See your manager dashboard for remuneration information on your team. Additional information to be supplied by the Human Resources Team to ensure equity and relativity.
	<u>Organising the selection panel</u>	<ul style="list-style-type: none"> Organise the membership of the selection panel Selection panels should be mixed gender and made up to reflect the diversity within DPMC and NEMA and our communities. It should consist of those one level up from the role being recruited including the direct people leader of the position. Panels can be made up of both internals and externals. An external can bring client/ technical perspective, balance, or independence to the selection process. Ideally the same panel members would be involved in the short listing and interviewing process prior to making a final recommendation Forward booking times for shortlisting and interviews will help the process run smoothly
Planning continued	<u>E-recruitment system - SnapHire</u>	<ul style="list-style-type: none"> We use an e-recruitment system called SnapHire to manage the end-to-end recruitment process. HR will provide training for people leaders and support staff on how to use SnapHire.. New users can get a log in from the Human Resources Team and there is a guide for hiring people leaders to using the system and another for support staff.

RECRUITMENT AND SELECTION GUIDE

Phase	Step	Activity summary
	<u>Approval to recruit</u>	<ul style="list-style-type: none"> Approvals as part of the end-to-end recruitment process, are handled in the SnapHire e-recruitment system. Check the Delegations Policy for approval levels, in most cases it is one level up. However new roles require Chief Executive approval.
	<u>Recruitment documentation</u>	<ul style="list-style-type: none"> Each vacancy will have a specific iManage folder that will be used to save recruitment information related to that vacancy. The Human Resources Team organise vacancy folders as required. This is an automated request from SnapHire. The hiring people leader and the Human Resources Team are responsible for saving information that they create in the appropriate vacancy folder.
<p>Attraction</p> <p>Getting our roles to the right audience</p> <p>Attraction indicators:</p> <ul style="list-style-type: none"> Concise and clear advert Audience for role is identified Use of different media to reaches diverse range of candidates Any recruitment agency use is considered and cost effective 	<u>Advertisement</u>	<ul style="list-style-type: none"> The hiring people leader is responsible for preparing the job advertisement – must be a fair representation of the position and what it offers. This would include a brief overview of the unit, the role, and the person specification. Check your advert covers the important things on our checklist All advertising will be posted on Kāinga and our website – alternative advertising and social media options can improve the reach into different communities and attract more diverse candidates. The Human Resources team has a list of media and channels. Send advertisement to the Human Resources Team through your Human Resources Business Partner. The Human Resources Team will co-ordinate the process for publishing all vacancies in consultation with the hiring people leader. When the people leader completes their actions in SnapHire this will trigger a notification to the Human Resources mailbox to publish the advert All roles will be administered through SnapHire including those fixed terms roles under six months that aren't advertised but are being filled through other means, for example expressions of interest
	<u>Recruitment agencies</u>	<ul style="list-style-type: none"> This is an option to consider depending on volume, cost, confidentiality, and scarcity of candidates/ key skills. Any consideration of recruitment agency use needs to be discussed with the Human Resources Team. The business unit meets the cost of the agency. Any agency engaged must be part of the All of Government panel (listed in SnapHire) and use the Workforce Assurance Model Standards
Sourcing	<u>Candidate management</u>	<ul style="list-style-type: none"> Candidate management is a two-way information and engagement process – we need to keep them informed about the process and their application. In return they are assessing us as an employer. The amount of interaction will depend on the type of role and the scale of recruitment. The minimum requirement is prompt response to their queries and clear information on timelines.

RECRUITMENT AND SELECTION GUIDE

Phase	Step	Activity summary
<p>Getting good candidates into our recruitment process</p> <p>Sourcing indicators:</p> <ul style="list-style-type: none"> • Candidates report a positive experience\ • Diverse candidates are retained in the process • Pre-employment checks are carried out • Records updated 		<ul style="list-style-type: none"> • Using SnapHire will provide a consistent candidate experience and ensure candidates are appropriately reference checked and vetted as per the Workforce Assurance Model Standards.
	Shortlisting	<ul style="list-style-type: none"> • The selection panel makes a shortlist of candidates for more consideration using clear selection criteria • It is important to clearly articulate the criteria by which applications will be evaluated at the outset. This ensures consistency and clarity through shortlisting at each stage and phase, and delivers a fair and transparent process, free from bias • Panels should review experience, key outcomes and responsibilities held, length of experience and technical skills. Noting that experience, skills, and competencies may be gained in different non-work settings, for example community or church groups, an applicant may have practical relationship skills from a career in hospitality.
	Pre-employment checks	<ul style="list-style-type: none"> • The pre-employment checks are completed by the hiring people leader and supported by the Human Resources Team, to ensure that all employees, including secondees and temps, are suitable to access official information and resources • The checks include but are not limited to identity verification, confirmation of citizenship, confirmation of right to work in New Zealand, credit check, criminal records check, character/ professional references. • Candidates will be asked for their permission to get personal information from previous public sector agencies to check serious misconduct or current investigation (consent obtained through SnapHire process). See Appendix 2: Serious Misconduct Checking • Some hiring leaders may want to use psychometric testing as part of the selection process. Testing needs to be conducted by an approved supplier and for clear and objective reasons related to the position and the selection criteria. All testing is required to be free from bias and support diversity. Contact the Human Resources Team for more information.
	Interview considerations	<ul style="list-style-type: none"> • Check prior to interview if applicants have additional requirements to access the interview location. Things to check for include, but not limited to, access to the building or site. • All applicants who are invited to attend an interview will be advised that they may choose to be accompanied by a whānau or support group. This interview invitation will be generated by SnapHire when the interview step is processed by the hiring people leader (see SnapHire guide). • Look at having an up to 10-minute slot at the beginning and end of the interview – where candidates and panellists could introduce themselves (pepiha for example) and connect with each other. This could be useful if the interview is being done online or in a hybrid mix of in person and online participants. • Candidates need to be advised beforehand about the interview format including these slots

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Phase	Step	Activity summary
<p>Selection</p> <p>Assessing the shortlisted candidates</p> <p>Selection indicators</p> <ul style="list-style-type: none"> • Required process followed • All interview checks done • Steps documented • Written recommendation to appoint completed • Records updated 	<p><u>Selection Method</u></p>	<ul style="list-style-type: none"> • The panel may use a range of selection and assessment techniques. The selection tool(s) used must be valid and directly related to the requirements of the vacancy. • A consistent selection process must be adopted for each vacancy and all candidates must be given an equitable opportunity to demonstrate their suitability for the position. As a minimum, selection panels will: <ul style="list-style-type: none"> ○ assess applicants against the pre-set and agreed criteria for the position throughout the selection process ○ use a structured interview (see interview template) ○ conduct verbal reference checks with at least two referees for the preferred candidate. At a minimum have spoken to immediate prior manager or HR and previous manager. Four required questions must be asked - see the reference checking template ○ the Human Resources Team conducts a Ministry of Justice check and a consumer credit check on the preferred candidate(s) ○ the Human Resources Team conducts a check for any serious misconduct finding or investigation in a public sector organisation in the last three years. See Appendix 2: Workforce Assurance Model Standards in action for DPMC and NEMA: reference and serious misconduct checks. • The selection panel may: <ul style="list-style-type: none"> ○ require preferred candidate(s) to complete a psychometric assessment from our preferred vendor (in SnapHire – see testing bucket guidance) ○ seek verification of all academic records prior to job offer, as required. Mandatory where a qualification is a specific role requirement.
	<p><u>Interview Checks</u></p>	<p>The following three checks must be made during the interview and documented:</p> <ul style="list-style-type: none"> • <u>Security Requirements</u> <ul style="list-style-type: none"> ○ the applicants should be reminded of any special security requirements of the position, including their on-going employment being subject to their ability to obtain and maintain a security clearance • <u>Conflicts of interest</u> • <u>Health and Safety</u>
	<p><u>Selection documentation</u></p>	<ul style="list-style-type: none"> • The recommendation to appoint must be in writing and the key points to cover are <ul style="list-style-type: none"> ○ <u>Write up completed</u> and agreed by panel - summary of the process and interviewees, match against the criteria ○ Reference checking written up including the four required questions – see post interview checks

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Phase	Step	Activity summary
		<ul style="list-style-type: none"> ○ The three checks were done and documented ○ Serious misconduct check undertaken demonstrated, and where found documented • The panel recommendation is submitted in SnapHire to the delegated people leader who will assess and then approve the recommendation
<p>Appointment</p> <p>Offering the preferred candidate</p> <p>Appointment indicators</p> <ul style="list-style-type: none"> • Approval granted by delegated people leader • Remuneration relativities considered • Reference checks completed • Verbal offer made • Written offer made • Records updated <p>Appointment continued</p>	<p>Appointment approvals</p>	<ul style="list-style-type: none"> • Approval is gained from relevant approving people leader who has the correct delegations (as per Delegations Policy) – <u>at least one level up</u> • Note correct remuneration approval level: <ul style="list-style-type: none"> ○ Appointments are normally made at 90% of the range (grades 11 to 15) ○ Appointments over 100% of the range by Tier 2 leader ○ Appointments over 115% by the respective Chief Executive ○ The hiring people leader will have considered the remuneration range as part of the planning step. As part of finalising the remuneration, the hiring people leader check the proposed remuneration against the relativities of the same/ similar roles in the team, band/ grade, position in range and across the broader organisation including Gender Pay/ intersectional implications. See the people leader dashboard for remuneration information on your team. Additional information can be supplied by the Human Resources Team. Remuneration to be discussed with your Human Resources Business Partner. There is an escalation process to the Chief Executive where that advice is ignored. • At no time during the recruitment and selection process should any applicant be given an explicit or implied offer or promise of employment until the appointment has been formally approved.
	<p>Offers of employment</p>	<ul style="list-style-type: none"> • If <u>you</u> are satisfied with the results of all pre-employment checks – vaccination, Serious Misconduct, criminal convictions – then can enter contractual relations with the preferred candidate. • Each of these checks has a reasonableness approach, none are completely cut and dried and if someone doesn't meet the usual standard you still have to talk with the candidate and decide with the support of HR. • Note that in exceptional circumstances, letters of offer can be conditional on some of the pre-employment checks being satisfactorily completed (i.e., those checks are not finalised at this stage). The referee check and serious misconduct check should be completed before contractual relations are entered into. Any such consideration will require discussion with your Human Resources Business Partner. • The people leader or, in exceptional circumstances a member of the Human Resources Team, may then make a verbal offer of employment. The Human Resources Team will draft an employment agreement after receiving written notification of acceptance of the verbal offer from the successful candidate. This needs to be actioned in SnapHire. The candidate will have up to

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Phase	Step	Activity summary
		<p>seven days to consider the offer unless agreed otherwise. The candidate has the option of seeking independent advice before accepting</p> <ul style="list-style-type: none"> The current job description for an employee's position is included with the individual letter of employment agreement provided to all successful applicants.
	Notification of appointment	<ul style="list-style-type: none"> DPMC and NEMA will notify employees of all permanent appointments. The Human Resources Team initiates the process in Shiva and the hiring people leader approving the request will trigger the notification.
	Recognition of previous service for new employees	<ul style="list-style-type: none"> If you wish prior service to be recognised for annual and long service leave purposes and/or to carry forward any sick leave, you must provide the Human Resources Team with a certificate of service from your previous public sector employer(s) within two months of commencement with us. The certificate of service should include details of your term of employment, whether you worked part-time or full-time, any breaks in service, your sick leave entitlement and balance and the circumstances under which you ceased employment. See the Guide on How Leave works Around Here
	Employee Records	<ul style="list-style-type: none"> Information on all staff is held on individual personal files and on DPMC and NEMA databases. Personal files are held by the Human Resources Team, in accordance with the Privacy Act. 2020. This is an agency electronic file and employees are entitled to see their personal file as they and their people leader have online access. Employees also can seek corrections to any information on the file. The people leader of the employee or the Human Resources Team is also available to answer any queries you may have about your conditions of employment. New employee advised of their access to file as part of onboarding
	Secondary / Other Employment	<ul style="list-style-type: none"> Employees who wish to become involved in secondary employment should seek written permission, from their people leader before they enter that employment as per the Delegations Policy. People leaders need to check with HR if a conflict of interest process needs to be undertaken The written permission filed by the people leader
	Appointment Appeals and Reviews	<p>The Review of Appointment Process in Appendix 1 specifies the procedure for challenging an appointment and for dealing with such appeals.</p>
<p>Onboarding Getting our new employee started</p>	Onboarding	<ul style="list-style-type: none"> The process is initiated through Shiva (DPMC and NEMA workflow tool) The process and supporting information are on the Kāinga page DPMC and NEMA Induction. There is a guide and a checklist for people leaders to help onboard a new employee

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Phase	Step	Activity summary
Onboarding indicators <ul style="list-style-type: none">• Shiva process initiated• People leader has read guide and organised onboarding schedule and activities• Records updated		

Released under the Official Information Act 1982

Recruitment Process Detail

Planning

Resource planning

1. Before starting a recruitment process, the business need for having a role is assessed. People leaders should consider if there is capacity to meet needs, whether this could be a development opportunity for another employee, or if another approach to recruitment can be taken, for example secondment. [The secondment process is outlined in Appendix 3.](#)
2. If recruitment is the appropriate approach, then the resource planning should include consideration of the impact of salary and overhead cost on the budget. Usually a one-for-one replacement will have minimal impact. Where there is a change in job level it is important to evaluate how the budget may be affected including out years.
3. If the role is changing or new, a new position number is needed – see the [position management guide](#). Check the [Delegations Policy](#) for approval of new positions.

Diversity

4. We have a stated goal of developing a more diverse workforce – one that reflects the diversity within DPMC and NEMA and our communities
5. Think about including diversity from the beginning and how it will add value to your role/ team/ business group. Use this checklist to assist your consideration to achieve a more diverse outcome:
 - a. Make the job description as inclusive as possible – for example only use specific qualifications or health requirements where this is an occupation requirement. Check out the recruitment advice in the [Lead Toolkit](#) for more guidance
 - b. Sourcing diverse candidates, for example placing the advertisement in [a broader range of places](#) including those targeting diverse populations.
 - c. A diverse selection panel to work through the process and make the recommendation
 - d. Use a broad range of selection techniques
 - e. Ensure diversity is part of the selection criteria – diversity is merit in and of itself
 - f. Consider a candidate's whole experience – in and out of work - to inform the decision-making process on skills and necessary experience. This can be helpful when shortlisting
 - g. Use consensus decision making throughout the process – to help ensure assumptions are tested and consistent decisions are made across the agency
 - h. Timeliness – ensure there is time for good decision making and the process to be done well. A balance of “do not rush or delay” decisions
 - i. Good communication with candidates – let them know how the process works, for example they can bring whānau support with them to interviews
 - j. Panel members should have completed the [understanding bias training](#) prior to participating in a recruitment panel
6. Recruiting Māori needs to be considered and goes beyond just the recruitment process. See this [article](#) for some guidance.
7. The [Lead Toolkit](#) has guidance for recruiting people with disability – the advice has wide application for creating a supportive and inclusive recruitment process.

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Scheduling

8. To achieve a fair equitable and timely process it is important to develop a plan and timeline. This ensures that recruitment is efficient and that applicants remain engaged and feel valued by receiving prompt and timely communications throughout the selection process. Running a 'tight-ship' when executing recruitment improves our employer brand and mitigates against the loss of candidates due to unplanned delays in the process. The plan allows considered decision making for diversity and inclusion. Biases can predominate in fast, low information, situations with few consultation points.
9. Excluding the approval process, a typical recruitment process takes approximately 13 weeks, end-to-end, from finalising the job description and advert to an individual being 'live' in the business. Time to recruit can be reduced through effective planning.
10. See the [SnapHire guide for support staff](#) for guidance on process steps and scheduling. Ensure all relevant support staff and hiring people leader have access and understand what to do.

Protective Security Requirements

11. When a position is being recruited it is important to determine what level of protectively marked information or resources the position is required to access. The security clearance required for the position will have a bearing on the recruitment process and must be marked clearly in the job description and advertising material.
12. See [Information Security](#) for guidance and further help is available from HealthSafetyandSecurity@dpmc.govt.nz
13. There are default clearance levels:
 - a. All DPMC and NEMA (check for NEMA) employees at a minimum need to be able access restricted level material. For recruitment purposes this means all pre-employment checks must be undertaken for all roles
 - b. National security clearance eligibility will normally be required for roles in:
 - National Security Group (Top Secret Special)
 - ELT members (Top Secret or higher)
 - PAG (Top Secret or higher)
14. When recruiting for roles which require the employee to hold a national security clearance, it is important to ensure that candidates are eligible for security vetting. They are to be advised at the time of advertising that the position requires a national security clearance and to outline the criteria for eligibility. See [National Security Clearances](#) for more information.
15. The application for clearance or transfer of existing clearance is part of the [Shiva](#) onboarding process. See [Onboarding](#).

Job description

16. Each advertised role will need an up-to-date job description.
17. DPMC and NEMA have many different job descriptions and has been working to avoid duplication. Check with the Human Resources Team before you start – there may existing job descriptions.
18. [Job description templates](#) are available on [Kāinga – Recruitment](#).
19. For current roles, it is the responsibility of the people leader to make sure the job description is kept up to date. A good time to do this is once a year during the annual performance cycle (May to June).
 - a. It is important to capture what the role is about

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- b. The job description is not intended to be an exclusive list of tasks, it should incorporate the competencies for the role (for example a policy role will include the [Policy Skills Framework](#)) and the key accountabilities.
 - c. Work with your employees on updates to their job descriptions. Any significant changes should be consulted on, no significant changes to duties can be made without the employee's consent, although it is expected that employees will not unreasonably withhold their consent to such changes.
20. For principal and leadership roles, the [Leadership Success Profile](#) (LSP) core competencies are to be included in job descriptions. There is a recruitment pack available to help.
 21. If the role has had major changes or is new it may need to be job sized. Discuss with your Human Resources Business Partner.

Selection Criteria

22. The hiring people leader should determine the core competencies required for successful on-the-job performance, where and how these competencies will be measured.
23. Ideally six (with a maximum of seven) competencies should be measured through a selection process, where there are two or more methods used (for example, presentation, role play).
24. For principal and leadership roles, the [Leadership Success Profile](#) (LSP) core competencies are to be included as part of the selection criteria.
25. Policy roles have the [Policy Skills Framework](#).
26. Think about how to assess for these criteria – some methods may be less effective at providing an accurate assessment of a candidate's abilities. This may be due to cultural factors.

Remuneration

27. People leaders must consider the following factors when considering the appointment range:
 - recent appointment remuneration levels of comparable roles
 - the relativities in related positions both within the team and the broader agency
 - the gender pay gap impact for the agency
 - the Māori and ethnic pay gap impact for the agency
28. Where appointments outside the appointing range are possibly needed, approval as per the [Delegations Policy](#) will be required prior to advertising. Refer to the [Remuneration Policy](#) or talk to your Human Resources Business Partner for advice.
29. There is an escalation process to the Chief Executive where Human Resource remuneration advice is ignored. The hiring leader will need to explain why the advice was ignored.

Organising the Selection Panel

30. The people leader is responsible for organising a selection panel to assess the applicants for all vacancies.
31. Panels are normally made up of three people minimum.
32. Selection panels should be mixed gender and made up to reflect the diversity within DPMC and NEMA and our communities. It should consist of those one level up from the role being recruited including the direct people leader of the position. They can be made up of both internals and externals, where it is deemed an external would add value and balance to the selection process.
33. Ideally the same panel members would be involved in the short listing and interviewing process prior to making a final recommendation.

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E-Recruitment System – [SnapHire](#)

34. We use an e-recruitment system called [SnapHire](#) to manage the end-to-end recruitment process.
35. [SnapHire](#) must be used for; approval to recruit, approval to appoint, advertising, receiving applications, correspondence with candidates including getting referees names, and documenting selection comments and decisions. This includes when using a recruitment agency.
36. [The Human Resources Team](#) will provide training for people leaders and support staff on how to use [SnapHire](#).
37. New users can get a logon from [the Human Resources Team](#) and there is [a guide for hiring people leaders](#) to using the system and [another for support staff](#).
38. See [Recruitment](#) on Kāinga for more guidance about systems, templates and where to go to for help. Using [SnapHire](#) allows us to ensure we meet all our required obligations and gathers data to support reporting and evidence-based decision making.

Recruitment Documentation

39. Each vacancy will have a specific iManage folder that will be used to save recruitment information related to that vacancy (for example, job adverts, any email correspondence outside SnapHire, interview questions and closed vacancy information from SnapHire). [The Human Resources Team](#) will organise vacancy folders as required. This is an automated request from SnapHire.
40. The exceptions will be job descriptions, these are saved in a specific Job Description iManage folder, and evaluative material (for example, scanned reference checks and interview notes) which will be saved in the appropriate folders by the Human Resources Team.
41. The hiring people leader and the Human Resources Team are responsible for saving information that they create in the appropriate vacancy folder

Attraction

Advertisement

42. A key element in attracting the right applicant is the advert. The hiring people leader is responsible for preparing the job advertisement.
43. Advertisements must provide a brief overview of the unit, the role, and the person specification. It must be a fair representation of the position and what it offers.
 - You have approximately 3-5 seconds to capture interest
 - What are your stand-out points?
 - Do they accurately reflect the role?
 - Does your advert concisely inform, influence, and sell?
 - Is your advert limited to desired experience, key skills, and behaviours – does it encourage those with skills gained outside of usual work environments?
 - The language in your advert must be gender neutral, equally attractive to all
 - Your advert should be tailored (length) to be able to be read on a mobile device. More people view job advertisements on a mobile device often on apps like LinkedIn so less than 500 words is ideal
 - Mention flexible working by default – for example “DPMC roles are flexible by default and a positive work life balance is encouraged”.
 - The closing date should give candidates enough time to see the advertisement and respond. A fortnight is a common closing period.

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- Be clear who is the contact for queries.
44. Use the [gender decoder tool for job advertisements](#) to check for any gender biases.
45. At this point in the process, it's worth doing a sense check between the intent of the recruitment (for example: diversity, type of role) against the text of the advert and where you are going to advertise (placement) – get someone else to read the draft advertisement.
46. All advertising will be posted on the intranet (Kāinga) and our website. All external advertising will be on the Public Service job board ([jobs.govt.nz](#)), SEEK and other relevant external websites that can improve the opportunity for people in different communities and attract more diverse communities. Types of sites and channels to think about:
- Māori sites
 - Pacific Peoples sites
 - Contacts via LinkedIn
 - [Workbridge](#)
 - University job boards
 - Specialist or professional body websites, for example the Human Resources Institute New Zealand
- Contact the Human Resources Team for options.
47. Social media is a key part of recruitment and using the appropriate channel to boost awareness of the vacancy could improve the diversity and range of candidates.
48. Consideration of alternative advertising media - social networking sites, technical or specialist media, offshore advertising media, and, in a limited number of cases, through recruitment agencies.
49. The use of [the Public Sector job board](#) and our own internet site ([careers page](#)) are the minimum external channels.
50. The Human Resources Team will co-ordinate the process for publishing all vacancies in consultation with the hiring people leader. When the people leader completes their actions in SnapHire this will trigger a notification to the Human Resources mailbox to publish the advert.

Advertising roles

51. Permanent vacancies should be advertised to meet the requirements of Section 1.1, Schedule of the Public Service Act 2020. Except in exceptional circumstances as determined by the Chief Executive, we shall, wherever practicable, notify the vacancy or prospective vacancy in a manner sufficient to enable suitably qualified persons to apply for the position.
52. Where a fixed term vacancy of more than six months arises, the vacancy should be advertised. If the fixed term is for a period of less than six months, the vacancy does not need to be advertised.
53. All roles will be administered through [SnapHire](#) including those fixed terms roles under six months that are being filled through other means, for example expressions of interest.

Recruitment Agencies

54. The merits of using a recruitment agency should be carefully assessed at the early stage of the recruitment process and discussed with the Human Resources Business Partner as agency recruitment can be expensive. Costs are met by the business unit. It will also be necessary for the agency to meet the [Public Sector Commission's Workforce Assurance Model Standards](#).
55. Hiring people leaders cannot enter into any agreement with specific recruitment agencies without talking to the Human Resources Team in the first instance to ensure the agency is part of the

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approved All of Government (AoG) panel of agencies and listed as one of the preferred providers in [SnapHire](#).

56. Where possible, it is preferable for us to reinforce our employment brand by managing the advertising and recruitment process and sourcing candidates directly in the employment market. However, there are occasions where better results may be achieved using recruitment agencies.
57. These may include situations where:
 - there is an unusually high number of existing vacancies, or volume recruitment required, and subsequently the resources to manage the recruitment process are not currently available
 - a confidential approach to dealing with applicants is required for the role
 - there is scarcity of candidates available in the marketplace for that role, which therefore requires a broad recruitment approach
 - it is more cost effective in terms of time

Sourcing

Candidate management

58. Candidate management is a two-way information and engagement process – we need to keep them informed about the process and their application. In return they are assessing us as a potential employer. The amount of interaction will depend on the type of role and the scale of recruitment. The minimum requirement is prompt response to their queries and clear information on timelines.
59. Using [SnapHire](#) will help you provide a consistent candidate experience and ensure candidates are appropriately reference checked and vetted as per the [Workforce Assurance Model Standards](#).
60. People leaders and support staff are representing our brand and need to keep timeframe or communication commitments made to applicants, for example agreed response times on information or process stages.
61. Hiring people leaders should follow-up with candidates to ensure both parties have all the relevant information including the remuneration expectations of the applicants, to avoid any surprises and potential last-minute issues.

Shortlisting

62. The selection panel makes a shortlist of candidates using clear selection criteria.
63. Panels should review experience, key outcomes and responsibilities held, length of experience and technical skills, before progressing to a more in-depth screening stage where competencies are evaluated. Noting that experience, skills, and competencies may be gained in different non-work settings, for example community or church groups, a candidate may have practical relationship skills from a career in hospitality or volunteering with kindergartens or participating on a school board.
64. It is important to clearly articulate the criteria by which applications will be evaluated at the outset. This ensures consistency and clarity through shortlisting at each stage and phase, and delivers a fair and transparent process, free from bias.

Pre-Employment Checks

65. There are checks that must be completed and met before an applicant is interviewed or appointed. These are
 - a. the [Public Sector Commission's Workforce Assurance Model Standards](#), require pre-employment checks to ensure the core public sector values of integrity and ethical behaviour are reflected in the workforce.

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- b. to ensure that all employees, including secondees and temps, are suitable to access official information and resources, we will conduct checks in accordance with the [Protective Security Requirements guidelines](#).

66. The pre-employment checks are completed by the hiring people leader and supported by the Human Resources Team, and **must** include:

Check	Who	What
<p>Pre/at interview:</p> <ul style="list-style-type: none"> identity verification (for example NZ driver's license, passport) confirmation of citizenship confirmation of right to work in New Zealand agreement to get personal information from previous public sector agencies to check serious misconduct or current investigation (consent obtained through SnapHire process) 	Permanent Fixed Term Temporary	Protective Security Requirements guidelines
<p>Post-interview:</p> <ul style="list-style-type: none"> criminal records check vaccination status if required credit check – for people leader or other roles with financial delegations confirmation of employment history (if critical to role) character/ professional references – at a minimum, have spoken to immediate prior manager or the organisation's HR team and the previous manager. The four critical questions (see reference checking template) must be asked. instances of any serious misconduct findings or investigations if employed in a public sector organisation in the last three years (as per Public Service Commission guidance). See Appendix 2: Serious Misconduct Checking 	Permanent Fixed Term Temporary Contractors	Public Sector Commission's Workforce Assurance Model Standards

67. Any exceptions to these checks must be approved by the relevant ELT member and the Chief Security Officer (CSO) or Deputy Chief Security Officer (DCSO).

Interview Considerations

68. All candidates who are invited to attend an interview will be advised that they may choose to be accompanied by a whānau or support group. This interview invitation will be generated by SnapHire when the interview step is processed by the hiring people leader ([see SnapHire guide](#)).

69. They will be asked if they have any needs that should be considered when organising the interview. This may include but not limited to:

- whānau support
- Te Reo, NZ Sign or other translation support
- Access to our buildings, for example wheelchair access

See the [Lead Toolkit](#) for guidance.

70. Consider including an up to 10-minute slot at the beginning of the interview creates a space that can be used to create connection between candidates and panellists. It can be useful for online or hybrid interviews – sort out technical issues for example sound or lighting or conversation to overcome the lack of physical presence.

71. This is a space that can also be used to include Te Ao Māori – mihi, pepeha, whakatau.

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72. The same length slot at the end of the interview to allow for farewells.
73. Candidates will need to be briefed about the format including this opportunity prior to the interview.

Selection

Selection Methods

74. The panel may use a range of selection and assessment techniques. The selection tool(s) used must be valid and directly related to the requirements of the vacancy.
75. A consistent selection process must be adopted for each vacancy and all candidates must be given an equitable opportunity to demonstrate their suitability for the position. As a minimum, selection panels:
 - will assess candidates against the pre-set and agreed criteria for the position throughout the selection process
 - will base the selection criteria on the competencies and person specification in the job description
 - will use a structured interview whereby a predetermined set of relevant questions has been prepared by the panel as well as a question on any potential [conflicts of interest](#)
 - will conduct verbal reference checks with at least two referees for the preferred candidate. The panel must ask questions on the preferred candidate(s) discretion and ethics. At a minimum have spoken to immediate prior manager or HR and previous manager. There are four critical questions that must be asked - see the [reference checking template](#)
 - the Human Resources Team conducts a Ministry of Justice check and a consumer credit check on the preferred candidate(s) if required,
 - the Human Resources Team conducts check for any serious misconduct finding or investigation in a public sector organisation in the last three years. [See Appendix 2: Workforce Assurance Model Standards in action for DPMC and NEMA: reference and serious misconduct checks](#)
76. The selection panel may:
 - require preferred candidate(s) to complete a psychometric assessment from our preferred vendor (see [SnapHire](#) – see testing bucket guidance)
 - seek verification of all academic records prior to job offer, as required. Mandatory where a qualification is a specific role requirement

Interview Checks

77. The following three areas must be checked during the interview.

Security Requirements

78. During the interview, the candidates should be reminded of any special security requirements of the position, including their on-going employment being subject to their ability to obtain and maintain a security clearance.
79. For positions such as those requiring a Top Secret Special or Top-Secret clearance, employment cannot commence prior to the clearance being achieved unless successful candidates are able to be placed in an area of DPMC and NEMA where the work they do is classified only up to Sensitive/Restricted.
80. All job offers are subject to gaining and maintaining the appropriate security clearance.

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81. Note that post interview, they must be asked if they have any convictions or involvement in activities or groups that may affect their ability to be granted a security clearance; details of citizenship, including any dual citizenship held.

Conflict of Interest

82. During the interview process all candidates will be asked if they have any [conflicts of interest](#), i.e., if they or family members are affiliated to any parties in government or strong activist groups, financial conflicts etc.

83. If any conflicts are identified - forward to [DPMC Legal](#).

Health and Safety

84. During the interview process all candidates will be asked if they have any health or safety issues their prospective employer needs to be aware of.

Selection Documentation

85. The recommendation to appoint must be in writing ([see template](#)) and signed (or via filed emails of confirmation from each panel member that they agree) by each member of the selection panel. This recommendation should include:

- an overview of the recruitment and selection process
- a summary of the interviewees
- the relative match with the criteria for the vacancy
- that the security requirements were covered
- the Conflict-of-interest response
- that health and safety issues were covered, and any relevant information recorded

Appointing

Appointment Approvals

86. Appointments may only be approved by those people leaders who hold formal delegated authority to do so (see [Delegations Policy](#)). People leaders who participate in the selection process for one of their vacancies should not subsequently approve an appointment. Rather, the recommendation to appoint should be referred to their people leader for approval.

87. At no time during the recruitment and selection process should any applicant be given an explicit or implied offer or promise of employment until the appointment has been formally approved.

88. All permanent or fixed term Tier three management appointments should be discussed with the Chief Executive prior to approval to appoint

Offers of Employment and Notification of Appointment

89. As part of finalising the remuneration, there should be a check to ensure that the remuneration proposed is appropriately relative to the remuneration in the rest of the team (including in that band/ grade, position in range and across the broader organisation. If relativities are carefully considered at this point this should avoid creating gender or ethnicity pay gaps. See the people leader dashboard for remuneration information on your team. Additional information can be supplied by [the Human Resources Team](#). Remuneration to be discussed with your Human Resources Business Partner.

90. Appointments over 100% of the range need to be approved by your Tier 2 leader. Appointments over 115% by your Chief Executive. The latter also applies if the appointment remuneration is outside Human Resources advice and the hiring leader will need to explain their position.

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91. If the pre-employment checks are satisfied, we can enter contractual relations with the preferred candidate. Note that in exceptional circumstances, letters of offer can be conditional on some of the pre-employment checks being satisfactorily completed (i.e., those checks are not finalised at this stage). However, the referee check and serious misconduct check must be completed before contractual relations are entered. Any conditional offer must be discussed with your Human Resources Business Partner.
92. The people leader or, in exceptional circumstances a member of the Human Resources Team, may then make a verbal offer of employment.
93. The Human Resources Team will draft an employment agreement after receiving written notification of acceptance of the verbal offer from the successful candidate. This needs to be actioned in [SnapHire](#).
94. The candidate will have up to seven days to consider the offer unless agreed otherwise. The candidate has the option of seeking independent advice before accepting
95. DPMC and NEMA will notify employees of all permanent appointments. The Human Resources Team initiates the process in Shiva and the hiring people leader approving the request will trigger the notification.
96. The current job description for an employee's position is included with the individual letter or employment agreement provided to all successful applicants.

Recognition of Previous Service

97. If any prospective employee wishes prior service to be recognised and/or to carry forward any sick leave, they must provide the Human Resources Team with a certificate of service from your previous public sector employer(s) within two (2) months of commencement with us. [See the Guide to How Leave Works Around Here](#) for more information about the process.

Employee Records

98. Information on all staff is held on individual personal files and on DPMC and NEMA databases. Personal files are held by the Human Resources Team, in accordance with the Privacy Act. 2020. This is an agency electronic file and employees are entitled to see their personal file as they and their people leader have online access. Employees also can seek corrections to any information on the file. The people leader of the employee or [the Human Resources Team](#) is also available to answer any queries you may have about your conditions of employment.

Secondary / Other Employment

99. Employees who wish to become involved in secondary employment should seek written permission, from their people leader before they enter that employment as per the [Delegations Policy](#). The people leader to file the written permission on the employee's personnel file.
100. Employees must disclose any secondary employment where there is deemed to be an actual or perceived [conflict of interest](#) with DPMC and NEMA, or where sensitive information could be disclosed to a third party.

Appointment Appeals and Reviews

101. The ['Review of Appointment Process' in Appendix 1](#) specifies the procedure for challenging an appointment and for dealing with such appeals.

Onboarding

102. We are committed to ensuring you understand the role of the Department and the functions of the various units and that the transition for new staff is as straightforward and enlightening as possible. The process and supporting information are on the [DPMC and NEMA Induction](#) Kāinga page.

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103. Onboarding is managed by [Shiva](#). Note that if a national security clearance is required the hiring people leader needs to flag this and Shiva will send the clearance form to start the process. See [National Security Clearances](#) for more information.

Released under the Official Information Act 1982

APPENDIX 1: Review of Appointment Process

Vacancies that can be reviewed

1. Except in exceptional circumstances as determined by the Chief Executive, permanent vacancies should be advertised to meet the requirements of Section 1.1, Schedule 8 of the Public Services Act 2020.
2. Where a fixed term vacancy of more than six months arises, the vacancy will be advertised except in exceptional circumstances as determined by the Chief Executive. If the fixed term is for a period of less than six months, the vacancy does not need to be advertised.

Requesting a Review

Who can request a review?

3. DPMC and NEMA employees
4. There is no statutory right of review for persons, including unsuccessful applicants for positions, who are not DPMC or NEMA employees. However, if the Chief Executive, DPMC or the Chief Executive NEMA sees fit to do so, they may institute a review of an appointment in response to a request from someone outside DPMC and NEMA (requester).

Request for Information

5. A DPMC and NEMA employee or external requester who is concerned about an appointment may seek information to assess whether a review should be sought, and/or to assist in making a complaint.
6. The information provided should be limited to that which is necessary to enable the individual seeking the review to assess whether:
 - the person best suited to the position was appointed
 - the proper process was followed; and/or
 - whether there was discrimination in the appointments process.

How to request a review

7. Requests for review must be made in writing to the HR Manager within 10 working days of an appointment being announced.
8. A request for review must state the appointment to which the request relates, the grounds for review and whether the employee or requester wishes to be heard on the matter.

Additional Written Material

9. In addition to their initial written complaint, complainants may submit written material they consider appropriate, and should endeavour to provide it as quickly as possible to enable the review to be completed within its specified timeframe.

Review Process

10. Once the request for review is received, the HR Manager will do an initial assessment of the complaint and advise the complainant in writing of the appropriate method and process for dealing with the complaint. This is to determine if the complaint may be effectively satisfied outside formal review procedure. The response will be returned to the complainant/requester within 2 working days of receipt of the written complaint.
11. A dissatisfied complainant can seek to have the decision reviewed by the Chief Executive, DPMC, the Chief Executive NEMA or their nominee. The Chief Executive or the HR Manager as their delegate will appoint a Reviewer or if applicable, a review committee, who will formally review the appointment and make a recommendation to the Chief Executive on the complaint within 10 working days.

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12. If a review is requested the appointment will remain provisional, after the initial 10 provisional working days applicable for all vacancies, until the outcome of the review has been determined.
13. The Reviewer will determine the most appropriate procedure consistent with the need to ensure an equitable and efficient decision. They will consider all written material relating to the appointment / complaint and based on this, decide whether it is necessary to seek further input from any party including the complainant, the appointee, the interview panel, or independent experts.
14. The complainant could be given the opportunity to meet with the Reviewer and should be given the choice of having someone else present with them at that meeting (for example, a friend, whānau or another representative).

Outcome of a Review

15. The Reviewer will consider all matters raised by the complainant including whether if the appointment decision/process resulted in the best-suited candidate being selected for possible appointment.
16. The outcome of the review is a written recommendation from the Reviewer to the Chief Executive (or their delegate) to:
 - confirm the provisional appointment or;
 - cancel the provisional appointment and advertise/re-advertise the vacancy or;
 - cancel the provisional appointment and refer the matter back to the appointing people leader / appointment panel for further consideration or;
 - cancel the provisional appointment and appoint the complainant or;
 - address through any other means the concerns of the complainant either in whole or in part.

The Decision and feedback

17. The Chief Executive receives the report with recommendations and decides on what action is to be taken. The Reviewer conveys the decision to the affected parties.

Timing

18. The review process is completed, and decisions made within four weeks of receipt of the request/complaint.

Vexatious Requests/Complaints

19. Where requests / complaints are considered to be vexatious or frivolous, or not made in good faith they may be addressed by the Chief Executive as they see fit.

APPENDIX 2: Workforce Assurance Model Standards in action for DPMC and NEMA: reference and serious misconduct checks

Introduction

1. The [Workforce Assurance Model Standards](#) were issued by the Public Service Commissioner in August 2020 to Public Service departments and statutory Crown entities (Crown agents, Autonomous Crown entities, Independent Crown entities) under Section 19 of the Public Service Act 2020.
2. The Workforce Assurance Model Standards outline expectations of **enhanced reference checking** backed up by **consent-based disclosure of records of serious misconduct for agencies when recruiting staff**. They also set out expectations regarding investigations into serious misconduct and settlement agreements.
3. The **serious misconduct check** is additional to the other elements of the pre-employment screening and reference checks (see model standards). It is a consent-based organisation-to-organisation check for a serious misconduct investigation, either concluded and upheld or currently under investigation, within the last three years.
4. The Human Resources Team will be undertaking this check at the preferred candidate stage. Candidates must not receive a verbal or formal offer before this check is completed.
5. **Referee checks** now must include questions on whether the candidate has ever, to their knowledge, had a serious misconduct investigation upheld or currently occurring or has been dismissed from employment. One of the referee checks must be with the preferred candidate's current line manager, or in some cases with the HR manager of the current employing agency and a previous line manager. To establish if there have been any previous occurrences of serious misconduct, some questions can be direct and specific such as those outlined below:
 - a. Has [candidate's name] been subject to a serious misconduct investigation, either concluded and upheld or currently under investigation, within the last three years?
 - b. Have they been dismissed from employment?
 - c. Have you ever had any reason to question their integrity?
 - i. If so, what was the situation?
 - d. Would you hire them again?
 - i. If not why not?
6. If you have any questions around any of this, please contact your HR Business Partner.

Coverage

7. This check should be conducted with Public Service departments and statutory Crown entities (Crown agents, Autonomous Crown entities, Independent Crown entities) only. Other State sector entities and the private sector are not covered by these model standards and are not expected to maintain records and respond to requests in the required format.
8. The check is conducted for employees as part of the recruitment process.
9. Contractors should be reference checked by either the contracting people leader or the supplying company as part of the procurement or contracting process. The same principles in the Workforce Assurance Model Standards apply to contractors, check for contractors must cover whether the candidate has ever to their knowledge had a serious misconduct investigation upheld or currently occurring or has had their contract terminated for misconduct. If a contractor's last

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previous role was as a public service or statutory Crown entity employee, a check for serious misconduct investigation, concluded and upheld or currently under investigation, must be conducted with the previous employing agency (or agencies).

Fair consideration

10. Where advised that a serious misconduct allegation was upheld it is the role of the Human Resources Team, who will work with the hiring people leader to, ensure that the preferred candidate has a full and fair opportunity to put forward their view of events. All relevant information gathered through screening checks by the Human Resources Team must be considered by the hiring people leader on a case-by-case basis including against the risk profile of the role, the requirements of the position, how recent the serious misconduct was, any counselling, retraining or rehabilitation a person has undergone, and the explanation provided by the preferred candidate. The hiring people leader should consider whether strategies need to and can be put in place to minimise potential risk to DPMC and NEMA, co-workers and others the person may meet. Disclosure of serious misconduct does not mean the person cannot be employed but allows the agency to make an informed decision and ensure any risks are mitigated.

Conduct Step 1: Serious Misconduct Check (done by the Human Resources Team)

11. The Agency makes requests (to a specified email inbox) to the preferred candidate's previous public service and statutory Crown entity employers for the last three years - "has the person been subject to a serious misconduct investigation, concluded and upheld or currently under investigation?". An agency can request this information only with the consent of the individual concerned and only for the purpose of pre-employment or engagement screening for a role within the agency, when the individual is either the preferred candidate or part of a preferred candidate group.
12. Agencies receiving this request, respond within five working days – "the person has/has not been subject to a serious misconduct investigation, concluded and upheld or currently under investigation".
13. The Human Resources Team will advise the hiring people leader of the outcome.

Conduct Step 2 serious misconduct check (done by the Human Resources Team)

14. For candidates that have been subject to a serious misconduct investigation, concluded and upheld or currently under investigation, and the application proceeds, DPMC and NEMA asks the preferred candidate to consent to the disclosure of additional detail of the serious misconduct investigation, concluded and upheld or currently under investigation, by the previous employer.
15. The requests for the serious misconduct record or a summary of it from the previous employing agency. The previous employing agency responds, while respecting the privacy of other people who might have been involved in the investigation.
16. The Human Resources Team will advise the hiring people leader of the outcome.
17. The preferred candidate should have a full and fair opportunity to put forward their view of events and seek correction of any incorrect or misleading information this report contains. If the person is not employed or engaged, the serious misconduct investigation report should be destroyed by DPMC and NEMA. If the person is employed or engaged the report should be placed on the person's personnel file.
18. Important notes:

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- a. An agency can request this record only with the consent of the individual concerned and only for the purpose of pre-employment or engagement screening for a role within the agency, when the individual is either the preferred candidate or part of a preferred candidate group (automated process in SnapHire).
- b. An individual can request their own record at any time.
- c. The information provided must relate to events within the last three years from the date of the request. The information covers only serious misconduct items concluded and upheld or current/still in progress. The information should not include serious misconduct investigations that were not upheld.
- d. If the information is not accurate the individual named on this report should advise the Public Service Commission in writing providing details of their concerns and any corrections. They will investigate the matter and as necessary the records will be corrected.
- e. If the individual concerned is employed or engaged by another agency this report should go in the individual's personnel file and the retention of the report must be in accordance with the DPMC and NEMA's policy and procedures.
- f. If the individual is not employed or engaged the agency must destroy this report

Entering into contractual relations with the preferred candidate

19. If the agency is satisfied with the results of all pre-employment checks, it enters contractual relations with the preferred candidate. Note that letters of offer could be conditional on some of the pre-employment checks being satisfactorily completed (i.e., those checks are not finalised at this stage), but the referee check and serious misconduct check should be completed before contractual relations are entered.
20. The Human Resources Business Partner will be involved and provide advice to the hiring people leader.

APPENDIX 3: Secondment Process

1. A secondment is a co-operative arrangement between an employee, DPMC or NEMA and the host agency or team, where an employee works for a finite period. Secondments can be full time or part time.
2. Secondments are encouraged and supported as excellent options to gain new perspectives that will add value to our policy advice, outcomes, and deliverables, and to develop well rounded high performing staff.
3. Definitions:
 - **Secondment Agreement:** A document stating the agreement to second a staff member between DPMC, NEMA another agency or internally
 - **Home agency/ team:** The originating agency or team of the secondee
 - **Host agency/ team:** The external agency or internal team where the secondee will be temporarily based.

Security in Secondment

External

4. Anyone who is joining DPMC and NEMA as a secondee from another agency must satisfactorily complete the pre-employment checks detailed in our Recruitment and Selection Guide, in compliance with the PSR (Protective Security Requirements). Any exceptions must be confirmed in writing by the Chief Security Officer or Deputy Chief Security Officer.
5. A secondee from another agency must also complete the DPMC and NEMA Security Awareness Training Programme.

Internal

6. Any DPMC and NEMA employee joining a team as a secondee must receive a security briefing which includes any special security features of their workplace or role.
7. Before an internal secondment is implemented, the employee's access and clearance should be reviewed by their home people leader. People leaders must consider the 'need to know' principle when considering the employee's continued access to the home team's information, assets, or premise
8. Similarly, the host business team must review the employee's access and clearance when the secondment concludes in consideration of the 'need to know' principle.

Managing a secondment opportunity: as a home team or agency

9. Application Process:
 - a. Employees may be approached regarding a secondment opportunity based on specific individual development needs and plans.
 - b. The employee interested in a secondment opportunity is offered the opportunity by the hiring people leader or they apply for the secondment opportunity through the normal recruitment process.
 - c. The employee should make the hiring people leader aware that this would be a secondment arrangement for them based on their professional development.
 - d. The employee who has been offered the secondment opportunity will discuss with the home people leader that the secondment opportunity was offered to them.

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- e. The home people leader considers the request from the employee to be released on secondment considering the operational requirements of the team.
 - f. If the home people leader is content with the proposed arrangements a secondment agreement is completed and signed by all parties (either using the DPMC template when we are the host agency or reflecting the key components of the DPMC and NEMA template when the home agency).
 - g. As a minimum the secondment agreement will address the following and this information will be requested by the Human Resources Team from the people leader:
 - Duration of the secondment
 - Level of remuneration to be paid to the individual
 - Role description during the secondment
 - Details of timing of notice required to end the secondment prior to the agreed end date
 - Leave arrangements and responsibility for leave recording
 - Ownership rights of intellectual property
 - What will happen at the end of the secondment?
10. During the secondment the home people leader will:
- a. maintain contact with the secondee.
 - b. contribute to the support and the development of the employee during the secondment, with the secondee continuing to participate in DPMC and NEMA performance management and remuneration reviews.
11. After-secondment:
- a. The secondee will, unless otherwise agreed in writing by all appropriate parties, return to their substantive role from which they were released for the secondment with the same terms and conditions of employment that applied to them just before the secondment was agreed.
 - b. The home people leader is responsible for orientating the returning secondee back into their workplace and briefing them on any changes in policies and procedures that were implemented while they were seconded.

Managing a secondment opportunity: As a host team or agency

12. Where the secondment opportunity is not for a specialised position or where multiple employees could potentially compete for the secondment opportunity the hiring people leader will follow the Recruitment and Selection process to seek approval to advertise and then select the successful candidate.
13. Where a position is specialised, and the hiring people leader can identify an individual employee with the appropriate skills to meet the requirements of the secondment position, the hiring people leader may approach that individual employee and offer them the secondment. It is the responsibility of the employee to discuss the secondment opportunity offered to them with their direct people leader before making any commitments to take up the secondment opportunity. Agreement to the arrangements must be confirmed in writing by signing a Secondment Agreement (contact [the Human Resources Team](#)). A copy of the signed agreement must be placed in the employee's personal file.

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14. When undertaking the selection process people leaders will ensure that a fair and robust process is followed, using a panel to determine the most appropriate candidate for the role.
15. In the case of a secondment the hiring people leader should speak to the preferred candidate's current people leader (with the preferred candidate's knowledge and permission) prior to any secondment being offered.
16. All secondments will be approved following DPMC and NEMA's standard approval to appoint process.

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