

# Youth Recruitment and Employment

## SBC Toolkit

August 2018





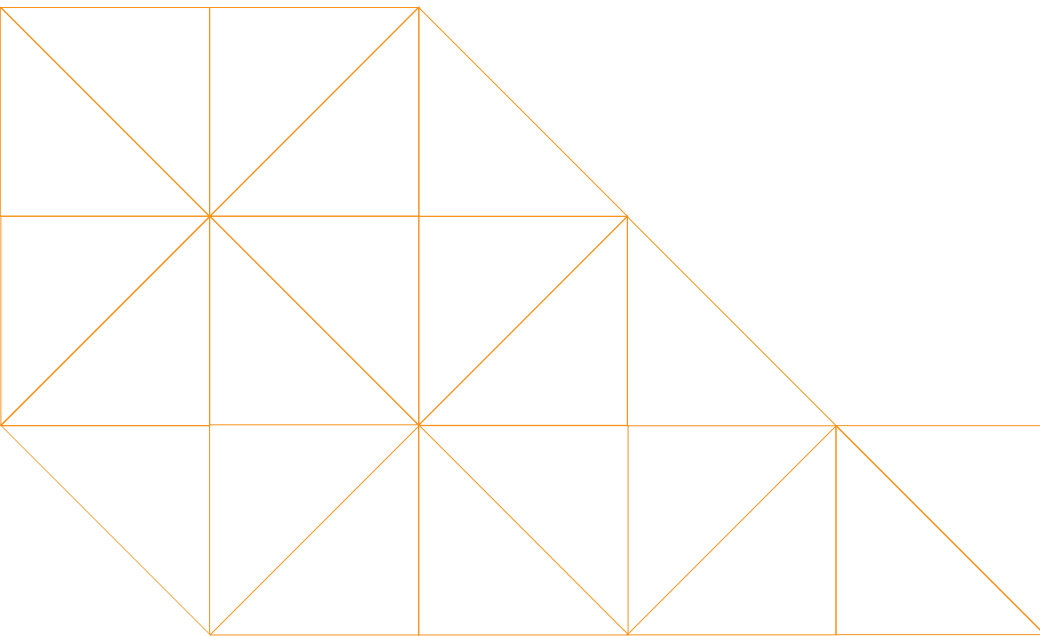
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# Introduction

SBC's Social Impact work involves thinking about the people our members employ and the communities where they operate.

In 2017, our members told us that they wanted to know more about ways to help the most excluded and disadvantaged groups in their communities. One of the areas of greatest opportunity for business to help is through employment.

Youth unemployment is relatively high compared to the rest of the population. Helping young people get a good start in their careers will set them up for success in the rest of their working life. Employing young people brings innovation, fresh perspective and new skills. It also supports succession planning and can lead to a more sustainable business.

We found that employers wanted to employ more young people, but didn't know how to reach them or how to get them into work.

We have designed this toolkit to support our members to effectively hire young people and help the recruitment process run smoothly. It can be used by all employers who are in the middle of, or about to undertake a recruitment process.

Before you use this tool, you may want to see more tips and strategies to hire, train and retain young people.

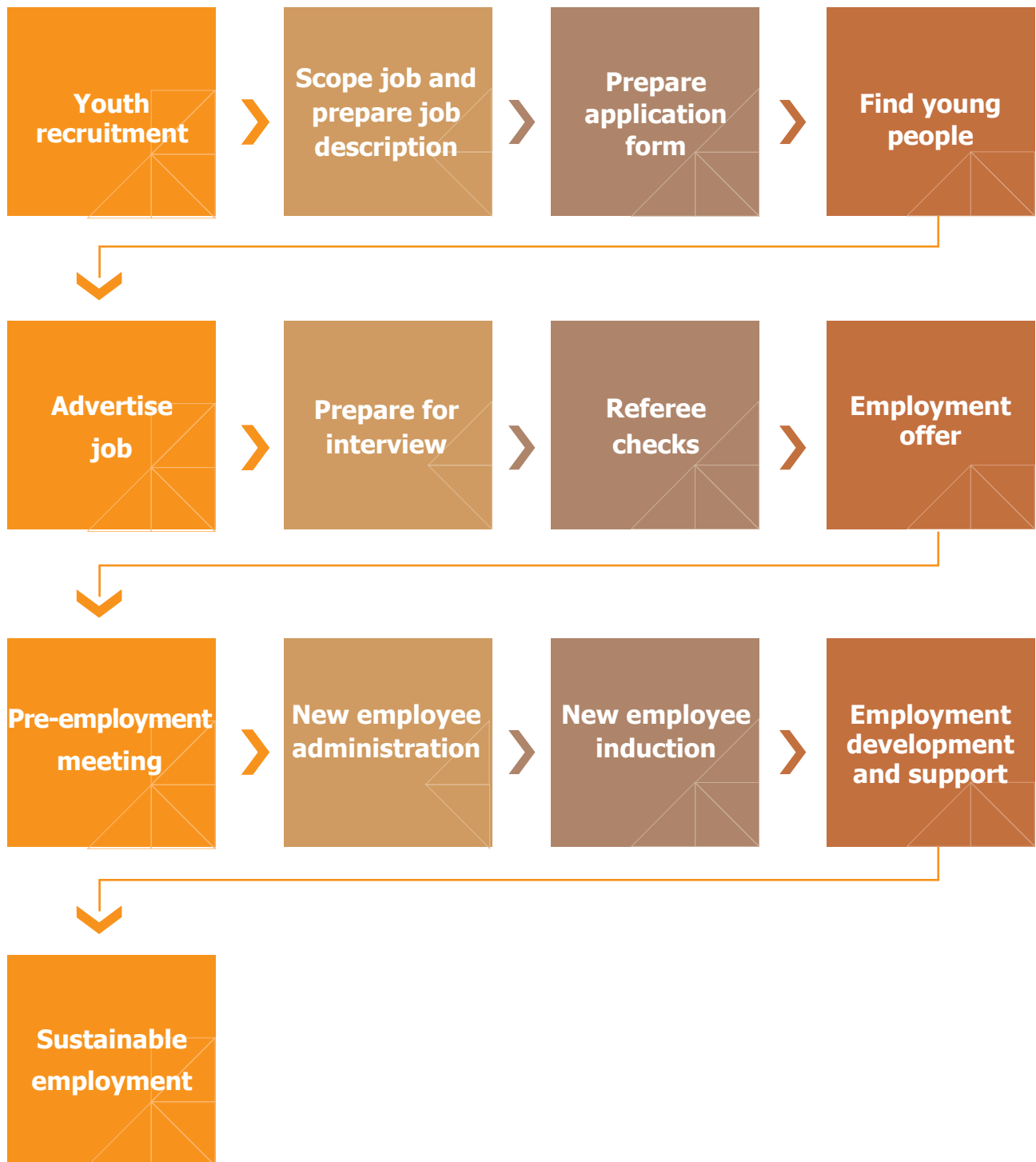
 [www.sbc.org.nz/resources/videos-and-presentations/2017/tips-and-tools-for-businesses](http://www.sbc.org.nz/resources/videos-and-presentations/2017/tips-and-tools-for-businesses)

This toolkit provides a checklist that covers all of the key processes and stages that an employer will need to consider and go through when hiring new young employees. It even suggests channels to go through to find youth employees. It also includes pre-prepared forms, such as job application and interview questionnaire forms.

With all the relevant information in one place, we hope to make the recruitment process easier and faster, and support employers to bring young people into their business.

Having young people in your business is good business. We urge you as business owners and recruiters, to connect more with young people and bring them into your business.

# Youth Employment Overview



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# Employment Checklist

## Key:

Download  More info 

## Recruitment

### 1. Have you scoped the job thoroughly and matched it to a Job Description?

Careers NZ example job description [**Page 16**]

 [www.careers.govt.nz/assets/pages/docs/employer-support-example-job-description.pdf](http://www.careers.govt.nz/assets/pages/docs/employer-support-example-job-description.pdf)

### 2. Have you prepared an Application Form? [**Page 17**]

### 3. Do you know where and how to find potential employees?

Work & Income NZ  [www.workandincome.govt.nz/business/](http://www.workandincome.govt.nz/business/)

Youth Connections  <http://youthconnections.co.nz/business/>

Student Job Search  [www.sjs.co.nz](http://www.sjs.co.nz)

Youth Services providers  [www.youthservice.govt.nz/about-providers/providers-by-region/index.html](http://www.youthservice.govt.nz/about-providers/providers-by-region/index.html)

Social media, including Facebook, Instagram and the like

Informal networks

### 4. Do you know that youth wages may be able to be subsidised?

Work and Income's Skills for Industry provides subsidies to employers in high-demand sectors to employ and train young people. [**Page 7**]

 [www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html](http://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html)

Work & Income's Flexi-Wage also subsidise the cost of hiring a young person for a set period of time. [**Page 7**]

 [www.workandincome.govt.nz/employers/subsidies-training-and-other-help/flexi-wage.html](http://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/flexi-wage.html)

### 5. Do you know how to advertise in a lawful way to attract the right people?

If you state in your advertisement that the Starting-Out Minimum wage applies. This ensures that only people 16 – 19 years old can apply. [**Page 8**]

 [www.employment.govt.nz/hours-and-wages/pay/minimum-wage/different-types-of-minimum-wage-rates/](http://www.employment.govt.nz/hours-and-wages/pay/minimum-wage/different-types-of-minimum-wage-rates/)

You cannot discriminate against anyone on the basis of race, gender, marital or family status, age, religion or belief.

The Human Rights Commission provides a guide to unlawful discrimination in advertising [**Page 9**]

➤ [www.hrc.co.nz/files/3014/2360/3784/HRC\\_A-Z\\_Pre-employment\\_Guide.pdf](http://www.hrc.co.nz/files/3014/2360/3784/HRC_A-Z_Pre-employment_Guide.pdf)

#### **6. Have you planned well for the interviews?**

Prepared a standardised set of interview questions [**Page 19**]

Considered an environment that will encourage interviewee comfort and participation

#### **7. Do you have a set of referee questions prepared? [Page 21]**

#### **8. Have you prepared the appropriate documentation to offer the job?**

Letter of Offer [**Page 22**]

➤ [www.employment.govt.nz/starting-employment/sample-appointment-letters/](http://www.employment.govt.nz/starting-employment/sample-appointment-letters/)

Employment Agreement that includes the 90 day trial period

Employment Agreement Builder on Ministry of Business, Innovation and Employment at

➤ <https://eab.business.govt.nz/employmentagreementbuilder/startscreen/>

Any other relevant documentation

- Code of Conduct

Union information [**Page 14**]

➤ <http://employment.govt.nz/infozone/businessessentials/employ/unions/>

#### **9. Have you arranged a meeting, prior to the start date, to sign all documentation and have a conversation about any potential challenges for the new employee?**

Budgeting, Transport, Childcare - see discussion guide [**Pages 10 and 11**]

### **Sustainable Employment**

Read Case Studies of SBC members successfully and sustainably navigating barriers and retaining their young staff members.

➤ [www.sbc.org.nz/our-work/social-impact](http://www.sbc.org.nz/our-work/social-impact)

#### **Sky City - staff**

➤ [www.sbc.org.nz/\\_data/assets/pdf\\_file/0015/120651/SKYCITY-staff-Case-study.pdf](http://www.sbc.org.nz/_data/assets/pdf_file/0015/120651/SKYCITY-staff-Case-study.pdf)

#### **Sky City - employer**

➤ [www.sbc.org.nz/\\_data/assets/pdf\\_file/0014/120650/SKYCITY-employer-Case-study.pdf](http://www.sbc.org.nz/_data/assets/pdf_file/0014/120650/SKYCITY-employer-Case-study.pdf)

#### **Lion Welfare to Work**

➤ [www.sbc.org.nz/\\_data/assets/pdf\\_file/0004/119029/Lion\\_SBC\\_W2WCase-Study\\_Sept2016.pdf](http://www.sbc.org.nz/_data/assets/pdf_file/0004/119029/Lion_SBC_W2WCase-Study_Sept2016.pdf)

## Sustainable Employment

### 1. Have you gathered and actioned all required information for your new employee?

New Employee Records Checklist [**Page 24**]

> [www.business.govt.nz/staff-and-hr/managing-employees/how-to-set-up-a-new-employee/create-an-employee-file](http://www.business.govt.nz/staff-and-hr/managing-employees/how-to-set-up-a-new-employee/create-an-employee-file)

### 2. Do you have an Induction Plan for your new employee?

Welcome and introductions to colleagues

Structure of organisation

Workspace customisation

Organisational culture

OSH and any other workplace policies and procedures

Induction plan [**Page 25**]

> [www.hrinz.org.nz/Site/Resources/Knowledge\\_Base/I-P/Induction.aspx](http://www.hrinz.org.nz/Site/Resources/Knowledge_Base/I-P/Induction.aspx)

### 3. Do you have the right support in place for the new employee, particularly for the first three months?

Training programmes

Peer support/mentor

Regular individual meetings

Access to external support

### 4. How will you develop your new employee?

Short, medium and long term plans, including appraisal and feedback

### 5. Do you know the proper process for dealing with any employment concerns? [**Page 15**]

Employment Relations Authority

> <http://era.govt.nz/>

Ministry of Business, Innovation and Employment

> <http://employment.govt.nz/er/solvingproblems/resolving/>

> [www.business.govt.nz/staff-and-hr/employee-and-team-performance/resolving-employment-issues](http://www.business.govt.nz/staff-and-hr/employee-and-team-performance/resolving-employment-issues)

Employment Relations Act 2000

> [www.legislation.govt.nz/act/public/2000/0024/latest/DLM58317.html](http://www.legislation.govt.nz/act/public/2000/0024/latest/DLM58317.html)



# Financial Help Employing Young People

## Subsidies

Work & Income partners with employers and industry associations at a strategic level to provide you with trained staff and enable people to move towards sustainable employment.

To begin with, they aim to help you by understanding your business to fill your entry-level vacancies from the national job seeker pool.

You can list your vacancies with them or search their database for potential candidates. They help with:

- finding candidates who meet the requirements
- selection and
- in-work support.

## Skills for Industry

If candidates need industry specific skills for a job, Work & Income may be able to offer funding and support to help with short-term pre-employment or in-work training. If you're recruiting a number of candidates through Work & Income and you're interested in Skills for Industry, they'll talk with you about how they can help. When looking at whether you can get it, they'll consider:

- the nature of the job and your business
- what industry your business is in
- how long you employ the candidate for
- what training the candidate needs to do the job
- how much the training will cost
- where the job is located.

➤ [www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html](http://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html)

## Flexi-wage

Flexi-wage is a support payment offered to offset the cost of training while an employer trains a young person up for the job. You may be able to get Flexi-wage for an employee if:

- they're an MSD candidate
- they meet the criteria for Flexi-wage

➤ [www.workandincome.govt.nz/products/a-z-benefits/flexi-wage.html](http://www.workandincome.govt.nz/products/a-z-benefits/flexi-wage.html)

- the position is ongoing and will continue after the subsidy has finished
- you pay at least the minimum wage for the job
- you haven't dismissed anyone else just to employ them

➤ [www.workandincome.govt.nz/employers/subsidies-training-and-other-help/flexi-wage.html](http://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/flexi-wage.html)

## Starting-Out Minimum Wage

The starting-out minimum wage applies to workers who are:

- 16- and 17-year-old employees who haven't done six months of continuous employment service with their current employer. After six months with one employer they are not starting-out workers and must be paid the adult minimum wage.
- 18 and 19 year old employees who have been paid one or more social security benefits for six months or more, and who haven't completed six months' continuous employment with an employer since they started being paid a benefit.

**This rate is currently \$13.20 an hour.**

> [www.employment.govt.nz/hours-and-wages/pay/minimum-wage/](http://www.employment.govt.nz/hours-and-wages/pay/minimum-wage/)



# Guidance on Job Advertisements

## **Can an employer advertise for a “girl Friday,” a “barmaid”, a barman”, a “waiter”, “waitress”?**

The Act prohibits the use of words which have a gender connotation in job advertisements, for example barman, unless the advertisement contains an indication that it is open to both sexes to apply.

## **Can an employer advertise for a staff member to work in a “fast-paced, high energy, noisy environment with no experience needed but a sense of humour essential?”**

Nothing in the Act prohibits this type of advertisement but if the words and description are interpreted as code for “no one aged over 25 need apply” then an older applicant might complain of indirect age discrimination.

## **Can an employer advertise for a “mature” worker?**

No, the word “mature” is often associated with age and is probably best avoided. Alternative words such as “responsible” or “capable” or “possess initiative” or “have good judgment” usually more accurately describe the qualities the employees need to have.

## **Can an employer advertise for applicants with te reo Māori expertise?**

Yes, provided that te reo Māori expertise is a required job competency and not being used as means of employing only Māori.

## **Am I responsible as an employer for a job advertisement that has been placed by a recruitment consultant?**

Yes, liability for advertising which breaches the Act rests both with the person or organisation that places the advertisement and with the recruitment consultant. Where the organisation placing an advertisement is a recruitment consultant, the employer as well as the recruitment consultant is liable for any breaches of the Act.

 [www.hrc.co.nz/files/3014/2360/3784/HRC\\_A-Z\\_Pre-employment\\_Guide.pdf](http://www.hrc.co.nz/files/3014/2360/3784/HRC_A-Z_Pre-employment_Guide.pdf)

# Discussion Guide - budgeting, transport and other issues

This guide is designed to help you talk to your new team member about their transition to work.

We know that people entering work for the first time or coming off income support can overlook planning for some of the logistics involved in moving into employment, like transport or childcare arrangements.

Likewise people might be unclear about how starting work can change their household budget. Depending on the timing of wage or salary payments, they might actually find it harder for a few weeks. And even when they're used to a normal pay cycle, they might not know how to budget the new money they have.

If new work starters can't find a way through these challenges then their transition to work can become a really negative experience and cause them to give up.

We want everyone you invest in hiring to be successful at work, so by front-footing a conversation with new team members about some of the things they need to do to make their transition to work positive, you can make the experience better for everyone.

But it's important that you guide your new team member to address some of the challenges of starting work, without taking responsibility for solving them yourself.

This Guide covers when the right time is to have this sort of conversation and how to approach it. It also covers the three most common pressure points for work starters and where you can direct them for help.

By starting your work relationship with your new team member on an open, honest and supportive basis, you will be setting it up for success.

## When should I have this conversation?

The most important thing is that you don't try to talk to your new team member about aspects of their personal life before you have offered them a job.

This is because employers cannot take a person's personal circumstances into account when offering them a role – if you do, or if the prospective team member thinks you have, you could be accused of discrimination.

It's also unlikely that someone will open up to you if they think getting a job depends on what they say!



### Top tip

Make time to talk to your new team member about their transition to work after they've signed their contract.

## How do I start?

It might feel a bit awkward starting a conversation with your new team member about their transition to work.

Some leaders will feel more comfortable kicking off a personal conversation than others.

The key is finding a time and place that is comfortable for both of you, and framing the conversation in a way that shows your intentions are good – that you want their transition to work to be successful.



### Top tips

- Schedule a meeting with your new team member at a time and in a place that is convenient and comfortable for them.
- Explain that you want to talk to them about being successful in their first few weeks at work.
- Open the conversation in the same spirit. You might say:  
“I want starting work with us to be really positive for you. There are a few things that often cause stress for people when they start work and I want to make sure you have good support to help you navigate these pressure points.”
- You can then address each pressure point by explaining the challenge in common terms and asking if that’s something that might be a challenge for them.

## Pressure points

The three most common pressure points when someone starts work are budgeting, transport and childcare.

Here we’ve explained the challenge in a way you can use to connect with your new team member, and we’ve suggested some places you can direct them for support.

### 1. Budgeting

#### The Challenge

When you start work you will be paid every [week/fortnight/month]. Your first pay will be on [date] and you will get [after tax payment].

Getting used to being paid on a certain day will probably affect how you budget your household expenses.

- *Changing entitlements*

If you currently receive support from Work and Income this might change now that you are employed.

Being employed may effect a range of Work and Income and Inland Revenue Department entitlements.

- *Court fines*

If you have any outstanding court fines, but you don’t have a repayment plan in place, the Department of Justice can take money directly from your wages to settle your debt with them.

## Where to go for support

- *Budgeting*

We would like to offer you a place on our financial education programme run by Westpac.

- *Changing entitlements*

You should contact Work & Income and Inland Revenue to talk to them about your change of circumstances and what support you are able to access.

You might be able to access some temporary support to cover the time from when you start work and when you get paid for the first time.

- *Court fines*

If you have court fines the best thing you can do is contact the Ministry of Justice on 0800 4 FINES to arrange a repayment plan.

## 2. Transport

### The Challenge

You need to be at work and ready to start by [time].

- How do you plan to get to work?
- Have you checked that you can get there in time to start your duties at [time]?
- What about in the weekend/at night? (if applicable)

### Where to go for support

We can look at the Council's journey planner together now to plan your way to work:

Auckland: <https://at.govt.nz/bus-train-ferry/journey-planner/>

Wellington: [www.metlink.org.nz](http://www.metlink.org.nz)

Private transport options will need to be investigated where public transport is not accessible.

## 3. Childcare

### The Challenge

You need to be at work from [start time] until [finish time]. Have you got childcare arrangements to cover from the time you need to leave the house in the morning to get to work on time, until the time you can get back to collect your child/ren?

- Have you allowed plenty of time to travel from home to childcare and then to work, and the same at the end of the day?
- Have you got someone to call on if you get stuck in traffic at the end of the day?
- What will you do when your child/ren is sick?

### Where to go for support

You might be eligible for a childcare subsidy through Work & Income. You should contact your local office to find out.

**For under 5s:** If you haven't made any childcare arrangements yet, here is a list of providers close to work/ here is information about CareEd4. Some of them will have waiting lists so you might need to ring a few.

**For over 5s:** If your child/ren's school offers before and after school care you will be able to find out about this from the school office.

# Other Support Services

Other services you can refer team members to if they are facing stresses in their personal life are listed below. Services are listed by the type of challenges they specialise in.

## Domestic violence

- Police
- Women's Refuge
- Domestic Violence Helpline

## Drugs and alcohol

- Alcohol Drug Helpline

## Gambling

- Gambling Helpline

## General family stress

- Barnardos
- Salvation Army

## Health

- Healthline



# Role of Unions

Employees have a right to choose whether or not to join a union, or to resign from a union. An employer cannot influence an employee's decision to join a union. You cannot threaten or make life difficult for an employee who chooses to join a union, or discriminate against employing someone because of union membership. Likewise, union members cannot intimidate non-members.

Any group of employees can set up and register as a union, providing there are at least 15 members.

## What you as an employer must do:

- Allow unions to represent their members in relation to any matter involving the members' collective employment interests, and allow them to negotiate collective agreements. Unions may also represent a member on individual employment issues where the member authorises the union to do so.
- Allow a union to access your workplace if union members, or prospective union members, work there. However, union representatives must seek your permission beforehand, which you cannot unreasonably withhold. They also must notify you of the reason for entry, act reasonably, enter at reasonable times, and comply with any procedures. If you decide not to grant access you must put your reason in writing no later than one day after your decision.
- Both you and the union must act in good faith to agree on a time for union meetings that suits both of you. The union must give you at least 14 days' notice of the date and time of any union meeting. They must supply you with a list of members who attended a union meeting as well as advising you of the length of the meeting.
- You must allow union members to attend at least two union meetings of up to two hours each, every year. If the meeting is held during normal work hours, you must pay your employees as usual. Note that the union is required to make arrangements with you to ensure that your business is maintained during any union meeting.
- You cannot deduct wages or salaries from employees who attend workplace discussions with union representatives

## What you could do as an employer:

- Recognise the benefits in dealing with unions. For example, instead of negotiating about pay and conditions with each employee, you could reach a collective agreement with a union which covers many employees.
- Be open towards unions; they have a role in supporting your staff.

➤ <https://www.employment.govt.nz/starting-employment/unions-and-bargaining/unions/>



# Resolving Employment Relationship Problems

Every employment agreement must clearly explain the process the employee and employer have agreed for resolving employment relationship problems.

If there is a problem, it is important to be clear about the issues, check the facts and make sure that both sides have the time and opportunity to take advice and think through the issues.

## Steps in resolving an employment relationship problem or dispute

1. A good starting point is for the employee and employer to talk to each other to see if they can in good faith come to an agreement about how to fix the situation.
2. If you're an employee who feels their minimum employment rights have been breached by your employer, phone the Ministry of Business, Employment and Innovation's Service Centre on 0800 20 90 20. They can talk to you about your employment rights and how they can help you resolve your complaint.
3. For other employment problems, employees and employers can get advice or help by phoning the Ministry's Service Centre on 0800 20 90 20.
4. Employees and employers can also ask for free mediation to help settle differences by phoning 0800 20 90 20.
5. If that doesn't work, more formal action can be taken by going to the Employment Relations Authority.

 <http://employment.govt.nz/er/solvingproblems/resolving/>

# Example Job Description

|   |                             |  |
|---|-----------------------------|--|
| <p>This section gives the applicant an idea of where the job fits in within the organisation and who they can expect to work and liaise with</p>  | <b>Job Title</b>            | Team Leader  |
|   | <b>Team</b>                 | Inbound Contact Centre, Wellington   |
|   | <b>Reports to</b>           | Customer Service Manager   |
|   | <b>Direct Reports</b>       | Contact Centre Operator Team   |
|   | <b>Key Relationships</b>    | Internal: Marketing Manager, Operations Manger<br>External: Customers  |
| <p>This section states the function of the job, you want to answer the question "Why does this position exist?"</p>   | <b>Role Purpose</b>         | The Inbound Contact Centre Team Leader manages and leads a team to ensure that customer services meets client needs as well as the standards of a national service delivery model.   |
| <p>This section establishes and understanding between you and your future employee about what you expect from them.</p> <ul style="list-style-type: none"> <li>- Setting out deliverables or outcomes means that key responsibilities are realistically achievable and accomplishments can be measured.</li> <li>- This part of the job description often forms the foundation of a performance assessment document</li> <li>- Different organisations may use different names for key responsibilities eg; tasks, duties, competencies, success indicators, KPIs,</li> </ul> | <b>Key Responsibilities</b> | <b>Deliverables/Outcomes</b>   |
|   | Team Leadership             | <ul style="list-style-type: none"> <li>• Ensure team members have individual performance plans</li> <li>• Monitor team performance and conduct regular appraisals</li> <li>• Manage training and development of team members</li> </ul>  |
|   | Customer Service            | <ul style="list-style-type: none"> <li>• Ensure team members understand customer needs and deliver the expected outcomes</li> <li>• Regularly review work processes for areas of improvement</li> </ul>  |
|   | Operational Management      | <ul style="list-style-type: none"> <li>• Develop team programmes that support the organisations business strategy</li> <li>• Monitor and report on progress towards achievement on plans and strategies</li> <li>• Foster a customer-focussed working environment, with clear responsibilities and expectations for team members</li> </ul>  |
|   | Relationship Management     | <ul style="list-style-type: none"> <li>• Develop and maintain collaborative relationships with key clients</li> <li>• Establish and maintain active and constructive relationships with other teams in the organisation</li> </ul>   |
|   | Health and Safety           | <ul style="list-style-type: none"> <li>• Ensure staff are informed of and trained in safe practices and procedures in their specific areas of work</li> </ul>  |
| <p>This section sets out the experience, characteristics and competencies you think an applicant should have in order to perform the role and fit into the organisation</p> <ul style="list-style-type: none"> <li>- Remember that skills are not the only thing that makes someone the right employee. Skills can be learned, but a person's attributes- that make them fit in and work well with the others in the organisation- can't be learned.</li> </ul>   | <b>Person Specification</b> | <p>Essential Skills:</p> <ul style="list-style-type: none"> <li>• Experience managing a customer service team</li> <li>• Strong motivational and empowerment skills</li> <li>• Strong communication skills</li> <li>• Strong relationship management skills</li> </ul> <p>Essential Attributes:</p> <ul style="list-style-type: none"> <li>• Possess managerial courage</li> <li>• Takes initiative</li> <li>• Works well with all kinds of people</li> <li>• Remains calm under pressure</li> </ul> |

# Example Application Form

Please note the information collected is for the purpose of assessing suitability for employment and does not guarantee an offer of employment will follow.

| PERSONAL INFORMATION  |  |
|---|--|
| First Name  |  |
| Last Name   |  |
| Mobile Phone  |  |
| Email   |  |
| Address   |  |
| Date of Birth (Optional)  |  |
| What personal identification (ID) do you hold? (Please Circle)<br>You must be able to present this at the interview.  |  |
| <ul style="list-style-type: none"> <li>• Drivers Licence</li> <li>• Birth Certificate</li> <li>• Passport</li> <li>• Student ID</li> <li>• 18+ Card</li> <li>• Other: Please specify _____</li> </ul> |  |

| JOB SPECIFICATIONS  |  |
|---|--|
| What position are you applying for?   |  |
| Please outline your relevant qualifications/<br>experience<br>Why would you be good for this role?                                |  |
| Please outline why you want the role<br>Why do you want to work for us?   |  |
| Is there anything else you think we should know?  |  |
| Is your CV attached?  |  |
| Do you hold a valid Drivers Licence?<br>If so please leave your version number  |  |
| Please provide contact information for 2 referees<br>we can contact for references.   |  |
| Do you have any criminal convictions or charges<br>against you in the past 7 years for matters<br>covered by the Clean Slate Act? | <input type="radio"/> YES <input type="radio"/> NO                                   |
| Do you have any criminal convictions or charges<br>against you at any time for matters not covered<br>by the Clean Slate Act?     | <input type="radio"/> YES <input type="radio"/> NO<br>If Yes, please provide detail: |

|  |  |
|--|--|
| Have you had any time off work on ACC?   | <input type="radio"/> YES <input type="radio"/> NO<br>If yes, please detail:         |
| Do you have any medical conditions or injuries that may affect your ability to conduct your work safely? | <input type="radio"/> YES <input type="radio"/> NO<br>If yes, please list them below |

**I acknowledge and declare that I**

- have provided true and correct representations on this application form and not misled the company in any way;
- have not failed to disclose any matter that may have materially influenced the company’s decision to employ me;
- have disclosed all criminal convictions or charges not covered by the Clean Slate Act, whether I consider such convictions relevant to this application or not;
- for the purposes of the Privacy Act, consent to the company contacting my referees for reference checking
- have not failed to disclose any medical conditions or injuries that may affect my ability to perform the job adequately and/or safely; and

Signature: \_\_\_\_\_

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

Date: \_\_\_\_\_

# Example Interview Questions

|                          |  |
|--------------------------|--|
| Candidate Name           |  |
| Interviewer              |  |
| Date of Interview        |  |
| Scheduled Interview Time |  |
| Candidate Arrival Time   |  |

## Ice Breakers:

Offer them some water

Small talk: Did you find us ok? How has your day been?

## Introduction:

I have a set of pre-prepared interview questions that I will be using today, I realise you might be nervous, so please take your time to answer the questions and remember; I am a bit nervous too!

- Tell me about an achievement in your life that you are proud of. Explain why you are proud of this particular achievement.
- What are some of the things you would like to achieve in your life and in your career?
- What are some of the things you enjoy doing with your time? What hobbies do you have?
- Tell me what you know about our company and this position.
- Why are you interested in this position?
- Describe your strengths for me.
- What are the things you are not so good at?
- Tell me why you think I should hire you for this position.
- Please describe the things you think are important about being a good employee.
- Tell me about a time when you were part of a team or group. What was your role in the team? Did this group achieve good things? Why / Why Not?
- If you don't understand something or if you are not sure what to do, what do you do next?
- In this job you will have to learn new skills - can you tell me about a time when you had to learn something new very quickly?
- Who do you admire and why?
- If you were successful in getting this job, when would you be available to start?
- Do you have any pre-arranged commitments or holidays we need to be aware of?
- Do you have any medical conditions or injuries which may affect your ability to perform this job adequately and safely?
- Do you have any questions for us?

Thank the candidate for coming and explain when you will be in touch.

**RATING** - (circle one – do immediately after the candidate leaves, while the interview is fresh)

|  |          |   |
|--|----------|---|
| <p><b>Has everything I'm looking for!</b><br/>Right skills and experience, will deliver results and has the personal attributes that would suit my industry, would also work really well with the team</p>   | <b>5</b> | <p><b>Suitable</b></p> <p>either<br/>reference<br/>check or<br/>invite back for<br/>2nd interview</p> |
| <p><b>Almost has it all and the missing parts can be easily learned</b><br/>Some excellent skills and experience in the critical areas, lacks in some of the less critical areas but demonstrates an ability and willingness to learn, would also work well with the team</p>              | <b>4</b> |   |
| <p><b>Not bad. Would require some training, but has the right attitude</b><br/>The critical skills and experience aren't all there but they demonstrate an ability and willingness to learn, I would have to put in some extra effort with this one, but would work well with the team</p> | <b>3</b> |   |
| <p><b>Very average, doesn't demonstrate most of what I need</b><br/>While some of the critical skills are there it wasn't enough, they would require way too much work and would struggle in my team</p>   | <b>2</b> | <p><b>Unsuitable</b></p> <p>decline</p>   |
| <p>Terrible, lacking in all areas<br/>None, or very few, of the skills needed and did not show any get up and go, also would not work well with my team at all</p>   | <b>1</b> |   |

# Example Reference Check

|                  |  |
|------------------|--|
| Candidate Name:  |  |
| Date:            |  |
| Referee Name:    |  |
| Referees Number: |  |

**Candidate** has applied for a position with **company name** as a **job title**. She/he has given me permission to contact you for a reference. Is this a convenient time for you to answer a few questions? It will take approximately ten minutes.

- How do you know the candidate?
- How would you describe their overall attitude?
- Can you describe some things they did particularly well? Are you aware of any achievements they have made?
- Are there areas they could improve on?
- Do you consider them to be reliable? Can you give me any examples of their reliability?
- What advice would you give to a person who is responsible for managing them to ensure they get the best out of them?
- *[Briefly describe the position they have applied for]* In your opinion, do you think they would perform well in this position? Is there any area they may struggle with?
- Is there any additional information you would like to add?

Thank the referee for their time. Feel free to take notes based on their comments.

## Notes:

# Example Letter of Offer

**DATE**

NAME

ADDRESS

Dear NAME

## **Offer of Fixed Term Employment**

I am very pleased to offer you a position with COMPANY in the role of INSERT ROLE. As we have discussed, this offer is conditional on your reference and background checks being satisfactorily completed, along with confirmation of your legal right to work in New Zealand.

Your start date is DATE and I propose that your terms of employment are those in the attached individual employment agreement and job description. Please note that the job description forms part of the employment agreement.

Please read this document carefully and ensure you understand it fully before signing it.

I am available to answer any questions you have about this agreement. If you do not understand or simply wish to clarify anything in this offer, please don't hesitate to contact me.

You are also entitled to seek independent advice about the proposed terms and conditions of your employment and I encourage you to take this opportunity.

If you are happy with the terms of this individual employment agreement and you wish to accept this offer of employment, please sign and date the agreement and return it to me within seven (7) days.

If I have not heard from you within seven (7) days, this offer will be automatically withdrawn.

Congratulations on your offer, we are looking forward to working with you.

Yours sincerely

NAME

**TITLE**



## DECLARATION

This agreement replaces any previous written agreements and all understandings between you and COMPANY. Any changes or additions to this agreement must be mutually agreed between you and COMPANY and shall be recorded in writing.

### **I declare that,**

1. I have been provided with a copy of the Letter of Offer and the Individual Employment Agreement, and that
2. I have been advised that I was entitled to seek independent advice about the Individual Employment Agreement,
3. I have been given a reasonable opportunity to seek that advice,
4. I have read these terms of employment, and understand that the agreement is for a fixed period, and I have no outstanding questions about them,
5. I have not withheld or misrepresented any information which may have affected COMPANY'S decision to offer me employment, and I have disclosed any injuries or illnesses previously suffered that may affect my ability to effectively carry out the duties for which I have been employed, I understand this offer of employment is conditional to all my reference and background checks being completed satisfactorily,
6. I understand that my employment is at all times conditional on me having the legal right to live and work in New Zealand, and I agree to provide COMPANY with evidence of my status.

I further declare that I have read and am able to adequately understand the provisions and implications of the Letter of Offer and the Individual Fixed Term Employment Agreement and that these, along with all Company Policies and Procedures form the full terms and conditions of my employment with COMPANY and I accept fully the terms and conditions of these.

---

Signed by:

---

Date

# New Employee Records Checklist

Use this checklist to make sure you're capturing all the information you'll need for your employee records. All records must be kept for at least seven years.

| GENERAL INFORMATION                             |   |
|---|---|
| Mandatory                                       | Details   |
| Y   | Name  |
| Y*  | Age <i>*If under 20 years, otherwise optional</i>   |
| Y   | Signed employment agreement, including any accompanying role description  |
| Y*  | Offer letter <i>*only if no signed employment agreement yet, otherwise optional</i>   |
| Y*  | Visa showing eligibility to work in NZ <i>*if relevant</i>  |
| Y   | Tax Code Declaration (IR330)  |
| Y   | Postal Address  |
| N   | Other contact details   |
| Y   | Emergency contact details   |
| N   | Application form, CV  |
| Y   | Details of agreed wage payment method, such as 'by cash' or by bank account   |
| Y   | Employment start date   |
| Y*  | Leave entitlement anniversary date <i>*this may differ from the anniversary of the start date due to closedown periods etc</i>  |
| Y*  | Date of termination <i>*all records must be kept for at least 6 years</i>   |
| Y   | Type of employment agreement - individual or collective   |
| TIME WORK, WAGES PAID, HOLIDAYS TAKEN AND OWNED |   |
| Mandatory                                       | Details   |
| Y   | Days worked   |
| Y*  | Hours worked on those days (including public holidays), including start time, finish time and any non-paid breaks taken <i>*if paid by the hour, otherwise optional</i> |
| Y   | Days of employment in each pay period   |
| Y*  | Hours worked doing different roles <i>*only if employee performs different roles for different remuneration</i>   |
| Y   | Wages paid in each pay period and method of calculation   |
| Y   | Dates and payment for holiday, sick or bereavement leave taken  |
| Y   | Dates and payment for public holidays worked and not worked (if paid for that day)  |
| Y   | Dates of alternative holidays taken or to be taken, and payment for any alternative holidays paid out   |
| Y*  | Day or part of a public holiday agreed to be transferred, including any relevant dates (mandatory if applicable)  |
| Y   | Payment (including date of payment) and amount of holidays cashed-up in each entitlement year   |
| Y   | Current entitlement to holiday leave  |

# Example Induction Plan

Please note you can delete, modify or amend as appropriate to align with your organisation processes and policies.

Ensure that prior to the day of induction you have informed existing employees of the new employee's start date and role. Also ensure you have provided all resources need to complete the job e.g. uniform, work space, work email.

| PROCESS/ISSUE  | Completed prior to employee start | Completed after employee start | Managers' Signature |
|--|-----------------------------------|--------------------------------|---------------------|
| Have you given the employee a site tour?   |                                   |                                |                     |
| Have you introduced them to staff?   |                                   |                                |                     |
| Have you linked them to a mentor?  |                                   |                                |                     |
| Have you provided general training on your organisation's purpose, values and history?   |                                   |                                |                     |
| Have you covered health & safety and emergency evacuation procedures and training?   |                                   |                                |                     |
| Have you provided job specific training for the role?  |                                   |                                |                     |
| Have you provided the employee with a useful contacts list?  |                                   |                                |                     |
| Have you issued security access code and security key to new employee? If applicable   |                                   |                                |                     |
| Have you given the employee the opportunity to ask questions?  |                                   |                                |                     |
| Have you received back all first day paperwork from new employee? E.g: employee's bank account details, tax details, residency details if applicable, signed letter of appointment |                                   |                                |                     |
| Have you set up a wage record with payroll and a holiday record?   |                                   |                                |                     |
| Have you issued a feedback form to the new employee on induction process?  |                                   |                                |                     |
| Have you had an informal chat with the new employee at the end of the first week to see how they are getting on? Do they have everything they need?                                |                                   |                                |                     |

# Notes