



30 August 2024

[REDACTED]
[REDACTED]

Ref: OIA-2024/25-0105

Dear [REDACTED]

Official Information Act request relating to Neurodiversity and disability information

Thank you for your Official Information Act 1982 (the Act) request received on 31 July 2024. You requested:

"I would like to request a copy of the following:

- Any internal guidelines, policies, or procedures this department has that relates to neurodiversity, disability, or accessibility*
- Any records of any recent audits or assessments undertaken to evaluate workplace accessibility and inclusivity for disabled and/or neurodivergent individuals.*
- Any reports, assessments, or strategic plans developed by your agency that discuss goals or future initiatives aimed at improving disability and neurodiversity inclusion and accessibility.*

*If any part of this request is unclear, or if you believe that there are grounds to withhold some of the information requested, please contact me to discuss further.
Thanks so much for your time."*

On 22 August 2024, we extended the timeframe for responding to your request because of the consultations required before a decision could be made. Following this extension, I am now in a position to respond.

As part of our commitment to diversity and inclusion, in 2018 the Department of the Prime Minister and Cabinet (DPMC) and the National Emergency Management Agency (NEMA) signed the Accessibility Charter. It is a commitment across the public sector to be accessible for everyone and inclusive of disabled people. Almost one-quarter of the New Zealand population identifies as having a disability. The Charter reads:

"Our organisation is committed to working progressively over the next five years towards ensuring that all information intended for the public is accessible to everyone and that everyone can interact with our services in a way that meets their individuals needs and promoted their independence and dignity."

DPMC, NEMA, and the Central Shared Services (CASS), have been making changes, large and small, to improve our accessibility. These improvements are now collated into the Accessibility and Disability Plan, so it's all recorded in one place. This document is released to you in full.

Information being released

I have decided to release the relevant parts of the documents listed in the table below.

Item	Date	Document description	Decision
1	April 2018	Accessibility and Disability Plan	Released in full
2	31 October 2022	DPMC Flexible Working By-Default Policy	Released in full
3	11 May 2022	DPMC NEMA recruitment selection guide	Released in full
4	Undated	DPMC 2024 kia toipoto action plan	Released in full
5	Undated	Diversity and Inclusion Strategic Framework	Released in full

Information publicly available

We also hold some information which Ministry of Social Development (MSD) has shared with us. This information is publicly available on their website at the following link: [10072023-information-relating-to-the-accessibility-charter.pdf \(msd.govt.nz\)](https://www.msd.govt.nz/information-releasing/10072023-information-relating-to-the-accessibility-charter.pdf)

The National Emergency Management Agency (NEMA) a departmental agency hosted by DPMC also has a Kia Tiopoto Action plan which you can view online here: [NEMA 2022-2023 Kia Toipoto Action Plan | Department of the Prime Minister and Cabinet \(DPMC\)](#)

I have refused your request for the information provided on the MSD and DPMC websites under section 18(d) of the Act – the information requested is or will soon be publicly available.

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 DPMC'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**

Item 1

Accessibility and Disability Plan

Accessibility Charter

DPMC and NEMA – signed April 2018

In 2018 the programme of work for the Web Accessibility project was planned, a cornerstone of the Accessibility Charter work, focused on ensuring DPMC’s online resources are more accessible to all.

Commitments	2019	2020	2021	2022	2023
Meeting New Zealand Government Web Accessibility Standard and the Web Usability Standard, as already agreed, by 1 July 2017	Stocktake of websites completed. Commissioning work to: <ul style="list-style-type: none"> improve accessibility to DPMC web channels. identify non-accessible content. make it easier to publish accessible content through HTML Cleaner and Dreamweaver. MCDem development and launching of public education campaign website (<i>Get Ready</i>).	Minor remedial action and accessibility updates to the <i>Civil Defence</i> and <i>Get Ready</i> websites to ensure all members of the community have access to the right information at the right time. Partial upgrade to accessibility tools and DPMC webpages conducted, including the Drupal 7 platform.	Web Accessibility project work in 2021/22: <ul style="list-style-type: none"> investigating tools for accessibility checks of sites that are in development. commissioning a replacement tool for converting InDesign and MS Word documents to HTML e.g. DPMC annual report. commissioning expert accessibility advice to update the Web and Publishing team’s practices for complex user experience and accessibility challenges in web content e.g. complex financial tables, complex paragraph numbering used in Cabinet guidance. Implementation of DeLib Citizenspace – a tool used for conducting electronic surveys and consultations (online completion is more accessible than PDF documents). External accessibility advisor and tester engaged in upgrading the Takatū learning management system in NEMA. Accessibility audit conducted on the COVID-19 website which included a content audit on all translation and alternate format content. All recommendations actioned. <i>Get Ready</i> website improvements to increase functionality and accessibility to meet AA requirements and some AAA criteria. The website section with preparedness information for those with disabilities is being expanded to make it easy to use, with improvements making the information easier to find on the site and through search engines.	Web Accessibility project work in 2021/22: <ul style="list-style-type: none"> investigating tools for accessibility checks of sites that are in development. commissioning a replacement tool for converting InDesign and MS Word documents to HTML e.g. DPMC annual report. commissioning expert accessibility advice to update the Web and Publishing team’s practices for complex user experience and accessibility challenges in web content e.g. complex financial tables, complex paragraph numbering used in Cabinet guidance. Implementation of new practices and processes in the web and publishing space, from external best practice guidance. Improvements to tools and process in publishing accessible content will continue through until mid-2022. Updating of all Drupal sites from version 7 to version 9 by end of 2022. This enables user experience improvements that also increases accessibility compliance, and the process will include accessibility testing to ensure sites are more accessible and not degraded. Engage external provider for best practice guidance on website accessibility and user experience challenges. This will inform workshops with CASS IT staff and usability testing with impaired users. Further improvements to the <i>Get Ready</i> website to allow for multilingual support to meet AAA criteria.	Web Accessibility project work in 22/23. Ongoing improvements and steps continue to be made in the following areas: <ul style="list-style-type: none"> Educating units on achieving digital accessibility, improving accessibility on existing content, as well as considering future content needs. Draft guidance continues to be updated regarding the ongoing technical aspects of applying accessibility to graphically designed publications created in Adobe InDesign and/or PDF documents. The draft guidance document is also used by external vendors and products continue to meet an acceptable level of accessibility. As Adobe and Microsoft continue to improve accessible functions into their software updates, the draft guidance will be updated for use with Web & Publishing and our immediate vendors. Whilst the draft guidance has been shared with selected government agencies for feedback and suggestions, feedback is yet to be solicited and incorporated (is on a slow track).
	Our CASS Web and Publishing team coordinates with units that operate websites and have an ongoing action plan to make key websites more accessible for people with disabilities including visually, hearing and mobility impaired.				
Ensuring that our forms, correspondence, pamphlets, brochures and other means of interacting with the public are available in a range of	MCDem signed a memorandum of understanding (MoU) with Deaf Aotearoa to improve access to emergency information. Development of <i>getthru</i> online resource for disabled people preparing for and during	During COVID-19 response: <ul style="list-style-type: none"> NEMA and COVID-19 Response Group facilitated the use of accessible information for disabled audiences. at Alert Levels 4 and 3 NEMA worked with community networks from at-risk 	Draft guidance developed for the technical aspects of applying accessibility to graphically designed publications (either print or digital) created in Adobe Creative Suite applications.	Ensure NEMA’s <i>Get Ready</i> website is available in both NZSL and Easy-Read. NEMA will continue to: <ul style="list-style-type: none"> use NZSL interpreters and resources to provide timely translated information during emergencies. 	<i>Get Ready</i> website improvements to provide life-safety and preparedness information are available in audio and large print formats. Easy Read is also in progress and will be available in 2023. Also looking into downloadable braille.

Commitments	2019	2020	2021	2022	2023
<p>accessible formats including electronic, NZSL, easy read, braille, large print, audio, captioned and audio described videos, transcripts, and tools such as the Telephone Information Service</p>	<p>emergency situations, in collaboration with Deaf Aotearoa and Office for Disability Issues.</p> <p>The Government House Visitor Centre accessibility work programme for matters relating to language, learning and behavioural/mental health barriers as well as physical access – initiated and underway.</p> <p>The Child Wellbeing Unit revised the proposed design of the Child and Youth Wellbeing Strategy documents to reflect feedback from representatives of the disability community. This included adjustments to colour contrasts and font types, and development of an Easy-Read version of the Strategy.</p>	<p>disabled communities including Māori, Pasifika and older people.</p> <ul style="list-style-type: none"> NEMA arranged for onscreen ‘tickers’ of official messaging as New Zealand transitioned through the early stages of lockdown, to support accessible communication to Deaf audiences and people with hearing impairments. <p>The Government House Visitor Centre accessibility work programme for matters relating to language, learning and behavioural/mental health barriers as well as physical access – ongoing.</p>	<p>New procurement panel was created to effectively and quickly source services enabling people living in New Zealand of all access needs to receive and understand important public messages and information.</p> <p>Commissioning of work to refresh Government House Visitor Centre displays and entrances to enhance accessibility. This will result in display boards with larger font size and touchscreen displays which are designed to enable access for wheelchair users.</p> <p>NEMA has:</p> <ul style="list-style-type: none"> continued to use NZSL interpreters and resources to provide timely translated information during emergencies. worked closely with Deaf Aotearoa to champion the use of NZSL for emergency information. provided advice and funding to the Disabled Persons Assembly to create a preparedness booklet for disabled people. 	<ul style="list-style-type: none"> work closely with Deaf Aotearoa to champion the use of NZSL for emergency information. provide advice and funding to the Disabled Persons Assembly to create a preparedness booklet for disabled people. <p>The Kāpuia Secretariat has worked with disabled members of the group (which at one point included someone who was legally blind) to ensure all documents were accessible and able to be read by a screen reader.</p> <p>The Kāpuia Secretariat at DPMC has:</p> <ul style="list-style-type: none"> Converted all documents provided by other agencies or internally from PDF to DOCX, for this specific Kāpuia member’s screen reader to pick up Used headings, subheadings and regular text where appropriate to ensure the screen reader picks up on the tone and premise of each document Used Zoom technologies over Microsoft Teams, which was noted by the blind user to be easier to use 	<p>During Cyclone Gabrielle response, ensured important welfare and event information was available in accessible formats – including NZSL, Easy Read, braille, audio and large print. NZSL interpreters also organised for press conferences.</p> <p>NEMA is working with Deaf Aotearoa on a presentation for this year’s World Congress for the World Federation of the Deaf, which is being hosted in South Korea in July. Deaf Aotearoa’s presentation will cover the Memorandum of Understanding with NEMA, which for the last five years has enabled our organisations to work together to champion and enable the use of New Zealand Sign language for the provision of emergency information. NEMA has filmed a video presentation which will be part of Deaf Aotearoa’s session.</p> <p>Government House brochures have enlarged font making them more readable; educational films have subtitles and there is a plan for tactile markers on pathways.</p> <p>There is ongoing work on the Government House Visitor Centre accessibility work programme for matters relating to language, learning and behavioural/mental health barriers.</p>
<p>Having compliance with accessibility standards and requirements as a high priority deliverable from vendors we deal with</p>			<p>An external accessibility vendor engaged to ensure the CASS IT Website Accessibility project and upgrade of Drupal sites from version 7 to version 9 meets the requirements of the Accessibility Charter.</p>		<p>Engagement of an external vendor who provided feedback that websites meet acceptable levels of accessibility; however they also provided suggestions to extend beyond “acceptable”.</p> <p>The Drupal 7 Replacement project continues to use the auditing ability within Monsido to ensure the code of the rebuilt websites does not introduce any new accessibility issues for users.</p> <p>Due to constraints with the Drupal 7 Replacement project, the scope for accessibility improvements has now been reduced.</p> <p>Any suggested improvements will be assessed by Web and Publishing and incrementally introduced where and when possible.</p>
<p>Responding positively when our customers draw our attention to instances</p>			<p>NEMA has established a Disabled People working group as part of its Regulatory Review (Trifecta) Programme to reform the</p>	<p>NEMA working with the Disabled People working group as part of its Regulatory</p>	

Released under the Official Information Act 1982

Commitments	2019	2020	2021	2022	2023
of inaccessibility in our information and processes and working to resolve the situation			<p>emergency management system. A workplan has been developed, and the next steps are to initiate engagement with the Office for Disability Issues.</p> <p>NEMA and Massey University are collecting insights about the preparedness of disabled people as part of the evaluation survey following NZ ShakeOut, our national earthquake drill.</p>	Review (Trifecta) Programme to reform the emergency management system.	
Adopting a flexible approach to interacting with the public where an individual may not otherwise be able to carry out their business with full independence and dignity	<p>MCDEM, through its Resilience Fund, funded an initiative led by Canterbury Civil Defence Emergency Management Groups, and Plains FM 96.9 to translate emergency messages into multiple languages including NZSL.</p>	<p>Budget allocated for improved accessibility access at Government House Auckland – a covered walkway and a new entrance adjacent to existing steep stairs into the formal entry hall.</p> <p>Be Accessible independent assessment conducted at Government House Wellington assessing access for visitors. Issued a Gold Standard for Accessibility.</p>	<p>Government House continues to provide individual support to guests of the Governor-General to ensure all people can participate fully in events at Government House or elsewhere around the country.</p> <p>At Government House, planning is underway to improve the Visitor Centre wheelchair ramps.</p>	<p>Capital project approved to improve main entrance to Government House Wellington’s formal entrance, Taupaepae, to make it wheelchair accessible. As Government House is a heritage listed building, the project must meet Heritage New Zealand guidelines.</p> <p>The Kāpuia Secretariat has ensured that all communications on travel (including accommodation and flights) to vendors have specified disability needs. The Kāpuia Secretariat has only chosen vendors that have disability accessible spaces.</p>	<p>Capital project to make Taupaepae wheelchair accessible to be completed in the 2023/24 financial year. This includes replacing the white stones with pavement and a wheelchair ramp (in line with Heritage New Zealand guidelines).</p> <p>Government House continues to provide individual support to guests of the Governor-General to ensure all people can participate fully in events at Government House or elsewhere around the country.</p> <p>Visitor Centre Improvement Project, including improved wheelchair access, in Long-Term Management Plan for 2024/25 financial year.</p>

Disability Data and Evidence

DPMC – signed April 2021 NEMA – under discussion

Commitments	2022	2023
Commit to the collection of Disability Data and Evidence including in an emergency such as a pandemic; earthquake, flood or fires		
Share the findings and outcomes of disability data and evidence activities widely and in a range of forms, ensuring accessible formats are available		
Report at six-month intervals on data and evidence collection and use		
Include the collection of disability and evidence as part of everything that you do – when you collect information around any of your services or policies		
Ensure every data collection exercise is accessible and complies with WCAG 2.1 AA		
Use as a minimum the Washington Short Set of questions, and if not used an explanation needs to be in the six-monthly report		
Ensure that if demographic categorisation is done, there is a proven need not to have disability status indicators		
Require external agencies contracted to collect data an evidence to include and adhere to the above factors in the procurement documentation		

To be confirmed
 Planning activities subject to
 guidance issued by Ministry of Social
 Development in 2022, and clarity on
 application

Accessibility and Disability plan

DPMC and NEMA – our own activities

Commitments	2019	2020	2021	2022	2023
Additional – external focus			<p>NEMA published the results of its annual Disaster Preparedness Survey. Data about disabilities was gathered for the first time, asking respondents about people in the household with a disability which may affect their ability to get through a disaster. This information will be used to inform future work to reduce barriers and exacerbators for disabled people before, during and after disasters.</p> <p>The National Security Group held hui as part of the response to the Royal Commission of Inquiry with representatives of disability organisations, and coordinated the appointment of a member of the disability community onto Kāpuia, the Ministerial Advisory Group.</p> <p>The Child Wellbeing and Poverty Reduction Group delivered a briefing to the Minister for Child Poverty Reduction on the wellbeing of disabled children and young people, and those living in households where someone is disabled. This advice was shared with the wider Child and Youth Wellbeing Strategy Ministerial Group.</p>	<p>Review work programmes – look for opportunities to build accessibility and disability considerations into planned pieces of work.</p>	<p>The Child and Youth Wellbeing Strategy Annual Report 2021/22 included a section on the wellbeing of disabled children and young people.</p> <p>The Child Wellbeing and Poverty Reduction Group worked with Whaikaha to write this section, drawing on data from a range of datasets across government.</p>
Additional – internal focus	<p>Workstation assessments, and reasonable accommodations, available to all staff.</p>	<p>Functionality added to allow employees to update their own data in our system including their ethnicity and disability.</p> <p>A baseline survey conducted for embedding Flexible Working by-Default.</p> <p>Unconscious bias training online modules are available to all staff on our intranet.</p> <p>Workshops conducted for unconscious bias targeted to line managers and hiring managers.</p> <p>The CASS IT Web and Publishing team collaborated with the Policy Project to actively address accessibility by way of updating their pages on the DPMC website.</p>	<p>Further promotion of unconscious bias training.</p> <p>Flexible Work By-Default policy and approach launched.</p> <p>Government House:</p> <ul style="list-style-type: none"> · Auckland: update to office spaces to provide improved accessibility to employees. · Wellington: lighting improvements made to existing workspaces. 	<p>Inclusive leadership sessions (using material from the Leadership Development Centre) with ELT Board, people leaders across DPMC and NEMA, and DPMC staff.</p> <p>Washington Short Set of questions is used in Te Taunaki Public Service Census which provides us data. It will not be included in the Kōrero Mai staff survey as it's not so useful. Instead we have added a question to the demographics (wording checked with the previous Office of Disability Issues) so we can check on the experience of our staff. The question is "Are you a disabled person, and/or a person living with a long-term and/or mental health condition?" Overall, experiences appear similar between those who identify as being disabled and those who don't.</p>	<p>New induction material released on eTipu – all videos have closed captions.</p> <p>Promotion articles of the Lead Toolkit to support employing disabled people.</p> <p>With new accommodation in 2024 there is an opportunity for fresh consideration of facilities issues. As at April 2023 the new location is not known so any discussion of requirements is at a high level. Examples: faith spaces, infant feeding, neurodiversity considerations, variable work spaces, support for people leaders to have positive conversations about requirements with staff.</p>



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, secondee, 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>

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

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

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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.

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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.

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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 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"> ○ When seeking approval from delegated approver the hiring people leader is to advise both the amount of remuneration sought and the position in range ○ Appointments are normally made at 90% of the range (grades 11 to 15) ○ Appointment offers to employees in grades 16-23 are ideally between 87% – 95% of the range for the role they will occupy ○ 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.
<p>Appointment continued</p>		

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Phase	Step	Activity summary
		<ul style="list-style-type: none"> 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 seven days to consider the offer unless agreed otherwise. The candidate has the option of seeking independent advice before accepting The current job description for an employee's position is included with the individual letter of employment agreement provided to all successful applicants.
	<u>Notification of appointment</u>	<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.
	<u>Recognition of previous service for new employees</u>	<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 <u>Guide on How Leave works Around Here</u>
	<u>Employee Records</u>	<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 <u>the Human Resources Team</u> 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
	<u>Secondary / Other Employment</u>	<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 <u>Delegations Policy</u>. People leaders need to check with HR if a <u>conflict of interest</u> process needs to be undertaken The written permission filed by the people leader
	<u>Appointment Appeals and Reviews</u>	<p>The <u>'Review of Appointment Process' in Appendix 1</u> specifies the procedure for challenging an appointment and for dealing with such appeals.</p>

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Phase	Step	Activity summary
<p>Onboarding</p> <p>Getting our new employee started</p> <p>Onboarding indicators</p> <ul style="list-style-type: none"> • Shiva process initiated • People leader has read guide and organised onboarding schedule and activities • Records updated 	<p><u>Onboarding</u></p>	<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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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
Pre/at interview: <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
Post-interview: <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 premises.
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.

RECRUITMENT AND SELECTION GUIDE

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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DPMC 2024 Kia Toipoto Action Plan

Integrating diversity and inclusion is a key ingredient for our organisational success - it helps DPMC improve our services to the government and people of New Zealand, and to attract and retain talented employees.



Context

- DPMC is a **small to medium** organisation (285 headcount 30 September 2023 – 216 permanent, 52 fixed term [FT], 17 secondees in) supporting the Prime Minister, the Governor-General and Cabinet as well as the work of our other portfolio ministers.
- We experience **significant variation in the size and make-up** of our workforce as new functions such as the COVID-19 Response Group and the Health Transition Unit stand up within the department and then wind down and exit.
- Our small size and flexible operating model impacts our Gender Pay Gap (GPG), where changes in staffing can cause gender pay volatility. In recent years this has been exacerbated by the impact of FT staff moving in and out.
- For this reason, in this report we have looked at permanent and FT data so we can better understand the trends and actions we need to take. Outside of remuneration and recruitment actions, our focus in this plan is on actions for the retention and development of our permanent staff.

What does our gender pay data tell us?

- Our data shows our GPG (permanent and FT staff) moved around between June 2021 and September 2023. The rapid fluctuation of staff, with 126 employees onboarded and 158 offboarded in the 12 months to 30 June 2023, contributed to our GPG movement.
 - GPG June 2021: 14.6%
 - GPG June 2022: 12.7% | Sep 2022: 10.4%
 - GPG June 2023: 15.3% | Sep 2023: 14.8%
- Our gender pay gap increased by over 5% over the last quarter in 2022 due to the number of senior women in fixed term roles transitioning to other agencies as part of the wind down of COVID-19 response work. The GPG is slowly improving again.
- DPMC's unadjusted pay gap is driven by the over-representation of women in lower pay grades rather than inequality within grades. While there have been slightly more women than men recruited into the higher grades in 2022/23, this was countered by the high number of women engaged in all roles below senior adviser. This bodes well for a strong pipeline, however, negatively impacts GPG.
- The 'horizontal' GPG for permanent staff, within grades and occupational groups, have a positive GPG or a gap below 3.4% (with differences explainable). The exception is in our business support function occupational group, which spans 3 grades, where the positive GPG is 4.5%.
- GPG for permanent new starters remains high, although this has dropped from 21% to 18% in the last year. This result relates to more women being recruited in lower grades and more men in the higher ones. Grades 13-17 show a small positive GPG. The higher bands have a smaller number of new starters, of whom three-quarters are male, and some grades have no female new starters.
- Slow improvement of staff identifying as a non-dominant ethnicity. We use more channels and tools to support more diverse appointment processes and outcomes.

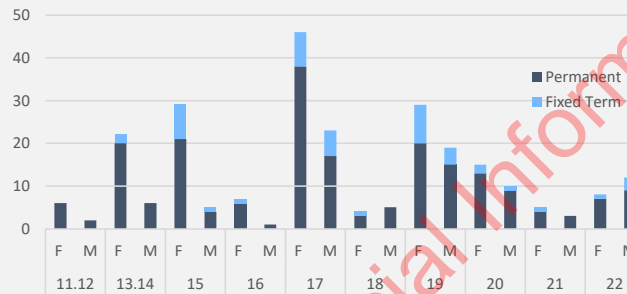
Note: This is the third year DPMC and NEMA data is reported separately, all data is in Total Remuneration.

DPMC Data Summary as at 30 September 2023

GPG Mean: 14.8%

GPG Median: 25%

DPMC Demographics



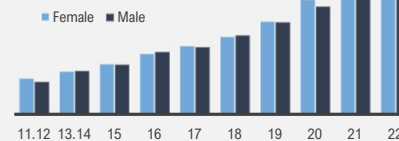
GPG by employee type

Employee Type	Mean Total REM		
	Female \$	Male \$	% Gap
Permanent	122,057	144,111	15.3
Fixed Term	144,601	174,045	16.9
Total	124,558	146,166	14.8

Mean total remuneration by pay grade

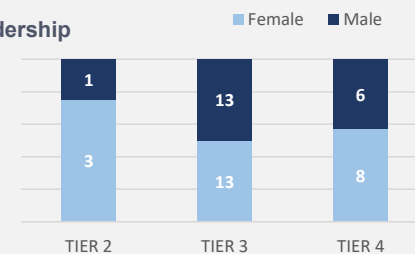
(permanent only)

Of the 10 pay bands below Tier 2 (T2) roles, 6 have a GPG positive to women and 2 have a GPG of 2%, with the highest 3.4%.



Gender balanced leadership

Women occupied 54% of all people leader roles (24 of 44) and 53% of T2 and T3 roles



Ethnicity pay data

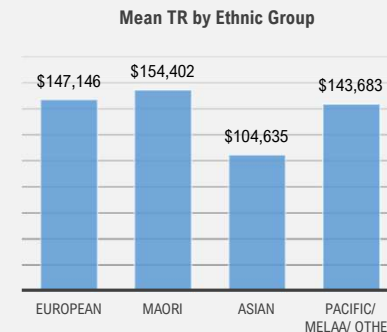
Improving ethnic representation in our workforce and in leadership has been a focus in recent years and will continue to be so. Attracting appropriate candidates and growing the skillsets internally will be key to making this shift.

There is slow improvement with the number of staff identifying as a non-dominant ethnicity. We use more channels and tools to support more diverse appointment processes and outcomes. Attraction of ethnically diverse applicants has been slightly more successful, although our data shows that this does not always flow through to hire. There are continuing questions as to whether we are attracting appropriate applicants or whether there are biases in the recruitment processes. Understanding and addressing this is an area of focus in 2024.

Candidate ethnicity - 12 months to September 2023

	Applications	Shortlisted/Interviewed	Offered/Hired
NZ European	60%	68%	78%
Asian	15%	8%	5%
Pacific	3%	3%	3%
Māori	12%	15%	8%
MELAA*	4%	2%	1%

Average pay by ethnicity



The ethnic groups other than European have smaller identified numbers with several senior roles impacting on the average remuneration, this is the case for Pacific, MELAA* and Other. Asian and Māori are similar size. More employees identifying as Asian are in the lower and middle grades, with no leaders identifying as Asian.

Non-dominant ethnic groups have a low representation in DPMC with average salaries for some ethnic groups being less than others. The numbers are too small to create robust measures of ethnic pay gaps for each group. We have instead calculated a pay gap between all Māori, Pacific, Asian and MELAA employees and European employees, which sits at 14.4%. This is largely driven by grade distribution, with only a small number of our ethnic employees being in higher grades.

Of note, people leaders identifying with ethnicities other than European are proportionately less than their representation in the workforce. This will continue to be an area of focus.

*MELAA: Middle Eastern, Latin American and African



Kia Toipoto actions in 2024

Our work follows the requirements set by Public Service Commission for all agencies. In 2024 we are focusing efforts on key areas to make the most difference to gender and ethnic representation and pay gaps. These efforts also align with the feedback from our people through our Kōrero Mai staff survey. This plan gives detail on our ongoing activities in all six Kia Toipoto areas.



Topic and milestones	2024 actions
<p>Te whai kanohi i ngā taumata katoa Leadership and representation</p> <p>By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p> <p>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</p>	<p>Focus for 2024</p> <ul style="list-style-type: none"> • Implement the Māori recruitment process being developed by Public Service Commission. • Updating success measures and targets in our workforce strategy and action plan to keep focus on the issues of leadership and representation. • Review our recruitment practices and implement changes to ensure we are attracting and enabling diversity and demonstrating inclusive behaviours, for example: vacancy pages, interview practices, targeted attraction techniques. <p>Ongoing activity</p> <ul style="list-style-type: none"> • Ethnicity data tracking across our entire workforce and leadership group. • Discussions with the Culture and Engagement Network about recruitment and retention. • Promotion of career development and promotion processes with the whole workforce and with all leaders. • Implementing, monitoring and reporting on our action plans; diversity and inclusion, Whāinga Amorangi, te reo Māori. • Maintain a 40:40:20 leadership balance. • Improving diversity in our workforce, particularly in response to the Royal Commission of Inquiry recommendations, by linking with other national security agencies.
<p>Te Whakawhanaketanga i te Aramahi Effective career and leadership development</p> <p>By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>Focus for 2024</p> <ul style="list-style-type: none"> • Improve attraction and retention of ethnic and gender diversity in our national security workforce by engaging with other national security agencies on the development of mentoring support. • Building on improvements in our progression and promotion processes we will review current learning/career pathways and opportunities over the next two years. This includes looking at application of these processes beyond national security and emergency management to ensure they are available equitably across the workforce. • Use of development maps for clear and consistent conversations on career/learning pathways. • To enable stronger growth opportunities for our staff we will trial running internal expressions of interest, in the first instance, for Principal roles. <p>Ongoing activity</p> <ul style="list-style-type: none"> • All promotion processes use the same transparent approach based on the Public Service Commission guidance. Rounds are communicated on the intranet including explicit messaging on key issues e.g. promotion is available for fulltime and part-time staff, permanent and fixed-term staff. • All new people leaders are enrolled in an appropriate Leadership Development Course to continue to develop individuals and support the talent pipeline. • Support people leaders with resources and advice to have quality conversations with their people and ensure everyone has a good development and career plan in place. • Improving diversity in our workforce, particularly in response to the Royal Commission of Inquiry recommendations, by linking with other national security agencies.

The Kia Toipoto plan needs to be read in conjunction with our diversity and inclusion plan (which aligns to Papa Pounamu), our Whāinga Amorangi plan, and te reo Māori plan.

Kia Toipoto actions in 2024



Topic and milestones	2024 actions
<p>Ngā Hua Tōkeke mō te Utu Equitable pay outcomes</p> <p>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p>	<p>Ongoing activity</p> <ul style="list-style-type: none"> Review same and similar roles no less than annually and address issues if present. Continue to support the pay equity process in our roles.
<p>Te Taunoa o te Mahi Pīngore Flexible-work-by-default</p> <p>By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<p>Ongoing activity</p> <ul style="list-style-type: none"> Flexible-work-by-default remains embedded through ongoing actions such as: <ul style="list-style-type: none"> Monitoring effectiveness and application, including using Te Taunaki data. Providing support and advice to hiring people leaders and new staff about our policy and approach. Being explicit about part-time roles being included in flexible-work-by-default.
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p> <p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>Ongoing activity</p> <ul style="list-style-type: none"> HR policies are in an ongoing review cycle and include opportunities for staff to comment. Encourage people, on an annual basis, to provide us with demographic data (e.g. gender, ethnicity, disability) by explaining how it helps us identify issues and monitor progress. Bias training is offered to all staff and required for people on recruitment panels. Cultural competence (te ao Māori, and diversity and inclusion) is a core, ongoing part of our workforce development.
<p>Te Pono Transparency</p> <p>Agencies and entities publish annual actions plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p>Ongoing activity</p> <ul style="list-style-type: none"> Kia Toipoto and diversity and inclusion action plans are developed every year, shared with the workforce, and published on our website. All HR policies, remuneration information and resources, including salary bands, are available in the intranet.



Kia Toipoto progress in 2023

Our work in 2023 made progress towards reducing gender and ethnic pay gaps and increasing representation. It was done alongside activities across the organisation being led from the diversity and inclusion action plan and te ao Māori capability activities.

Achievements

- Shared stories of success with our staff using people from within our workforce and externally, including through our employee-led networks, to build awareness, knowledge and inspiration.
- New development guidance completed and shared, supporting equitable identification and access to development opportunities.
- Further improvements made to the progression process and its transparency, with an updated progression and promotion process. The 2023 round progressed eight people – seven were women and two were from non-dominant ethnic backgrounds.
- All people policies meet Public Service Commission guidance.
- Guidance and support given to people leaders on improving commissioning and delegation of work.
- Development of people leaders and facilitated discussions on inclusive leadership skills.
- Delivered on actions in our plans for diversity and inclusion and te ao Māori capability.
- Ongoing engagement with our five employee-led networks, with a new one being established (for parents).

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Diversity and Inclusion strategic framework

What diversity and inclusion is

Diversity is the representation of different people in an organisation in a way that is reflective of Aotearoa New Zealand. Inclusion is everyone having an equitable opportunity to belong to, participate in and influence the workplace.

Why diversity and inclusion is important

Our purpose – to advance an ambitious, resilient and well-governed Aotearoa New Zealand – relies on us being diverse and inclusive ourselves and with our stakeholders. We are focused on improving our cultural competency and increasing our te ao Māori capability.

When people feel they belong at work, they bring their perspectives to their work. People and their perspectives are what make a difference.

Whatever their role, people working for DPMC and NEMA are valued as members of many communities – within work and outside of work.

Our action plan is built on the voices of our people and the responsibilities of the public sector.

What will look and feel different for DPMC and NEMA people

He waka eke noa – We're all in this together. DPMC and NEMA continue to evolve our approach and develop a shared vision for who we are and how we want to be. DPMC and NEMA people can expect to:

- **Hear** conversations that embrace and value difference, and focus on how we can make equitable change and positive differences for all New Zealanders
- **Feel** a strengthened sense of inclusion, where we can all bring our best and true self to work
- **Experience** environments and leaders fostering and modelling a more diverse and inclusive culture with words, actions, systems and processes
- **Understand** a variety of worldviews and how that impacts on our mahi
- **See** a workforce that is more diverse, and more reflective of the Aotearoa New Zealand population



Diversity and inclusion is part of a wider network of activity, supporting people at DPMC and NEMA. We are:

- guided by frameworks, such as the Papa Pounamu and our department values;
- enabled by tools such as eTipu and takatū; and
- facilitated by leadership action in the development of teams, individuals, and business groups.



Diversity and inclusion action plan 2022/23

Enduring Actions	Graduates and Interns	Inclusive Leadership	Positive and Supportive Workplace
<ul style="list-style-type: none"> Kōrero Series Sharing perspectives and knowledge Employee-led networks Support set-up and ongoing functioning, including connection to cross-government networks Leadership Forum Build knowledge and connection in the people leadership group Communications Facilities, networks, events, information sharing, successes in doing things differently Events Run by employee-led networks, workplace networks, leadership, organisation development Te Hono (DPMC) and NEMA Days Presentations and discussions to discuss diversity and inclusion topics Insights and research Using quantitative data (e.g. survey) and qualitative data (e.g. feedback) to inform actions Policy and procedure Review relevant approaches through the lens of diversity and inclusion 	Q1 DPMC & NEMA <ul style="list-style-type: none"> Review the recommendations from the 'Enhancing the Experience of Graduates and Interns' report, and develop an implementation plan for when we engage staff at this level 	DPMC & NEMA <ul style="list-style-type: none"> Promote and enable team development opportunities (collective learning, team growth) Scope the inclusive leadership programme 	DPMC <ul style="list-style-type: none"> Kia Toipoto / Gender Pay Action Plan (<i>separate NEMA plan</i>) Ongoing collaboration with security and intelligence agencies on increasing ethnic diversity DPMC & NEMA <ul style="list-style-type: none"> Review Strategic Intentions internal outcomes – how we shape the direction of our workplace and workforce Launch new unconscious bias training Launch inclusive language guide for all staff
	Q2 DPMC <ul style="list-style-type: none"> Tupu Tai and TupuToa intern programmes begin DPMC & NEMA <ul style="list-style-type: none"> Begin actions from the graduate and intern experience implementation plan 	DPMC & NEMA <ul style="list-style-type: none"> Education about the Lead Toolkit – recruiting and supporting disabled people in the workforce Design and launch the inclusive leadership programme 	DPMC & NEMA <ul style="list-style-type: none"> Review faith room facilities – fit for purpose and use – and promote accessibility Launch new induction material for employees Promote and enable connection to cross-agency employee-led networks Re-describing our values (<i>linked to Strategic Intentions in Q1</i>)
	Q3 DPMC <ul style="list-style-type: none"> Gather feedback from Tupu Tai and TupuToa interns Review DPMC involvement in graduate and intern programmes – develop a long-term sustainable approach 	DPMC <ul style="list-style-type: none"> Ongoing delivery of inclusive leadership development (DPMC components) DPMC & NEMA <ul style="list-style-type: none"> Review recruitment practices 	DPMC <ul style="list-style-type: none"> Mana Āki ongoing – review programme for existing staff e.g. mini module refresh option, and roll-out for new staff (<i>Q3 and Q4</i>) Leverage cultural competency training offered as part of graduate programmes DPMC & NEMA <ul style="list-style-type: none"> Explore use of pronunciation guides (audio and/or written) on the Kāinga staff directory Accessibility and Disability plan – review and refresh Kōrero Mai – gauge engagement via the people score and feedback
	Q4 DPMC & NEMA <ul style="list-style-type: none"> Ensure the 90-day check-in survey includes the ability to separate out the experience of people 'new to the workforce' 	DPMC <ul style="list-style-type: none"> Ongoing delivery of inclusive leadership development (DPMC components) Mana Āki – all existing teams and staff have completed the programme 	DPMC & NEMA <ul style="list-style-type: none"> Expand D&I learning opportunities on e Tipu e.g. Rainbow, neurodiversity, faith Develop and launch a 90-day check-in survey – data to support inclusive action