

Recruitment of Staff at Ruapehu District Council

Introduction and Background

Sector Image

What do New Zealanders think of local government?

“Bureaucracy. Middle aged. Frustration. Inefficient.”

“Who are they?”

“Bureaucracy. Lower pay. Lacking innovation.”

“Management of billions of dollars worth of infrastructure, not to be taken as lightweight.”

So say the people who responded to the SOLGM Local Government Recruitment and Retention study 2005 (p. 58) which determined that the negative image of the local government sector was the key problem in recruitment. A discussion on recruitment and selection today is more than simply finding and choosing the right person for the job.¹ Now it is also about the organisations' image, the sector image (called 'employment branding'), and how well an organisation is planning for succession of its leaders. Stone (2006, p.47) expresses this strategic context for recruitment and selection in the following way:

“A common mistake for HR managers is to concentrate on short term replacement needs rather than on the organisations long-range HR requirements. Such a non-strategic approach causes management to be caught unawares by change in employee availability and quantity of labour, and creates a series of short term dilemmas. Ad-hoc HRP is inefficient because it is reactive and represents management-by-crisis.”

International Issues

A considerable body of international research on public sector recruitment should be acknowledged. The need for high quality public servants to make good decisions in a complex environment is reported by Lavigna & Hays (2004). The authors state that recruitment problems in the sector include the imminent retirement of large numbers of baby-boomers with fewer workers to replace them, a negative image of the public sector, and budget limitations restricting salaries and professional development.² The UN Department of Economic and Social Affairs extended this public sector recruitment theme in 2005, advising sector entities not to look for a 'magic' solution but concentrate on being learning organisations with constant process improvement,

“Since no one organisation has a perfect staffing program there is no specific model that can meet all needs. Instead, every public agency can benefit from incremental changes in how it identifies and recruits, screens and hires civil servants.”³

One year later, the 31st International Symposium on Public Personnel Management highlighted the HR 'gap analysis' as an overlooked discipline of recruitment activities, and stated that once undertaken,

“the organisation must decide whether to build or buy talent. Whilst buying talent has the advantage of being, “Just in time” building talent can be a better long term strategy for employee loyalty and targeting the right skills development.”⁴

¹ Stone, 2006, p. 187

² Lavigna & Hays 2004, http://goliath.ecnext.com/coms2/gi_0198_387992/Recruitment-and-Selection.

³ United Nations Department of Economics and Social Affairs. 2005, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPANO21329.pdf>, p. 5.

⁴ 31st International Symposium on Public Personnel Management. May 14-18 2006, <http://www.ipmg-hr.org/pdf/2006SymReport.pdf>, p. 3.

Recruitment from within or outside of the organisation is one of a number of strategic issues addressed in this report as part of a review of Council's Recruitment Policy. Council's Policy is as follows:

"It is Council policy that at all times recruitment of staff will be conducted in a manner designed to ensure that applicants are selected on merit, consistent with Council's Equal Employment Opportunities Policy."⁵

The RDC Context

RDC is a small rural Council located in the Central North Island in an area renowned for its ski fields, national parks and rivers. The Council has some 69 full time equivalents administering a permanent population of some 14,592 across 6,730km² of land. The CE has four Groups with Group Managers (GMs), nine Team Leaders (TLs) who are mid-management, and six managers and others who can be classified as technical staff. Council's main office is in Taumarunui with 5,136 population and two hours drive from the nearest cities of Hamilton or Wanganui. Most council staff live in Taumarunui and surrounds.

Purpose of this study

The reasons for researching recruitment practices at RDC are identified by the SOLGM research (2005, p. 2); Skills and labour shortages in the local government sector are prevalent across New Zealand, and smaller councils consistently struggle to attract sufficient candidates, leading to project delays and exacerbating negative public images of councils. In 2007, RDC addressed a number of staff retention issues, and the review of recruitment is therefore a natural extension. The research will focus on three key areas of enquiry:

Employment branding issues;
Strategic recruitment gaps and policy issues;
Key recruitment processes.

Results

HR Data Analysis

1. Recruitment Needs Gap Analysis. Figure 1 (page 3) explores the strategic needs of RDC for future recruitment. From figure 1, results indicate:

⁵ RDC Employee Policy and Procedures Manual, March 2007, p. 30.

Figure 1: Long-Range Recruitment Needs

Position	Age	Yrs in Position	Yrs in Council	Qualifications in Job Description	Job Holders' Current Qualifications	Identified Successor
Asset Group						
Manager 1	50-60	3-5yrs	Data withheld for privacy	Registered Engineer	Data withheld for privacy	Not definite
Manager 2	40-50	<2yrs		Environment based tertiary degree.		Not definite
Manager 3	50-60	5-10yrs		Tertiary qualification in planning, environment, property, business admin.		Not definite
Manager 4	50-60	<2yrs		Registered Engineer.		Not definite
Community and Regulation Group						
Manager 5	50-60	<2yrs	Data withheld for privacy	Tertiary qualification in resource management, public policy, Business.	Data withheld for privacy	Not definite
Manager 6	40-50	3-5yrs		Tertiary qualification in resource management or Business Administration.		Likely
Manager 7	30-40	5-10yrs		Tertiary qualification in Business Administration.		Likely
Manager 8	30-40	<2yrs		Tertiary qualification in Marketing, Economics, Business Admin.		Not definite
Corporate Services Group						
Manager 9	50-60	<2yrs	Data withheld for privacy	Qualified Accountant.	Data withheld for privacy	Not definite
Manager 10	30-40	<2yrs		Tertiary qualification in Accounting or Business Admin.		Likely
Manager 11	30-40	<2yrs		Tertiary IT qualification.		Likely
Chief Executive Group						
Manager 12	40-50	<2yrs	Data withheld for privacy	Master Degree, Extensive LG experience.	Data withheld for privacy	n/a
Manager 13	40-50	<2yrs		Tertiary degree in Public Policy.		Likely
Manager 14	50-60	<2yrs				Likely

Nine of the 14 managers were appointed in the past year, four by internal promotion. Seven managers (50%) have no firmly identified successor; Three managers may retire within five years without successors; The main succession issues are with GMs, and in the Assets Group.

This represents a significant problem as New Zealand evidence suggests that for every two retirees; only one person will enter the workforce.⁶

2. Recruitment Trends

Recruitment data since 1 January 2007 indicates that 32 staff have been recruited (or promoted) in the last year at a cost of \$93,020 including relocation costs. Figure 2 indicates the breakdown of key recruitment data.

Figure 2: RDC Recruitment Costs & Trends

Position	Cost (Total)	Recruitment Time (average)	No. of candidates (average)	Origin of Successful Candidate			
				Ruapehu	Internal	Other NZ	Internat.
Senior Mngt	>\$50,000	107 days	4	-	-	3	-
Mid-Mngt	>\$5,000	105 days	4	-	2	2	-
Technical	>\$10,000	71 days	3	1	2	3	-
General	>\$5,000	47 days	6	5	-	3	2
Casual	<\$1,000	28 days	2	5	-	-	-
Totals	\$93,020	69 days	4	15	4	11	2

The data indicates:

Increasing cost and time required for recruitment with more seniority, except for when internal promotions are made.

Recruitment from within the District decreases with seniority and technical skills required.

13% of recruitment was from internal selection.

3. Recruitment and Selection Methods Used by RDC.

Figure 3 indicates the methods and assessment used by RDC, by type of job. It is a general approach and some variation exists from time-to-time.

Figure 3: RDC Recruitment & Selection Methods

Factor	Senior Mngt	Mid-Mngt	Technical	General	Casual
Recruitment Methods					
Recruitment agent	√				
Internet job search	√	√	√		
City papers	√	√	√		
RDC website	√	√	√	√	
Local papers	√	√	√	√	
Internal email	√	√	√	√	
Word of mouth	√	√	√	√	√
Student placement			√	√	√

⁶ McDonald, 2006.

(Figure 3 Cont.)

Factor	Senior Mngt	Mid-Mngt	Technical	General	Casual
Selection Methods					
Written test	√	Case-by-case			
Work samples	√	√	√	Case-by-case	
Interview	√	√	√	√	√
Application Form	√	√	√	√	√
• Reference check	√	√	√	√	√
• Verify application	√	√	√	Case-by-case	
Medicals	Case-by-case				

Figure 3 indicates that the more senior the position and level of risk, the more thorough the process and the greater the cost. In interview with HR, the following process is used in recruitment and selection:

- Meet with the Manager – job analysis and review of job description is undertaken
- Determination of salary is made against Strategic Pay benchmark
- Decision where to advertise is made (no set process at this stage)
- Advertise – timeframes used are: (a) local; 10 days; (b) regional & professional associations; 3 weeks
- Acknowledgment of the application
- Preparation of file for Manager and Team Leader to review
- If obvious, then prepare the shortlist
- If a large number of applicants, then do an analysis of skills in relation to the job description – with weighting by Team Leader, Manager and HR
- Write to unsuccessful candidates, and also invite short-listed to interview
- Interview – cater for different levels of staff by different questions
- Computer testing and scenario testing on a case-by-case basis
- The interview panel discusses each applicant
- If there is no obvious choice, then applicants are weighted by team fit, ability to do the job, competencies and technical skills
- Reference checks are undertaken on successful person(s)
- Job offer is made
- HR waits for the successful candidate to come back before phoning unsuccessful interviewees.

Employment Branding

Figure 4 outlines perceived strengths and weaknesses of the District and Council, and explores whether new appointees fears about both were borne out in reality.

Figure 4: Perception of RDC and District Strengths and Weaknesses

Factor	HR Survey Result	New Appointee Survey Results	
Biggest perceived strengths	Small size of Council and variety of work experience	Supportive work environment & friendly staff (5)	
	Geographic centrality	Great for families & children (2)	
	Staff benefits programme		Job variety & challenge (3)
			Flexible policies allowing work/life balance (2)
			Good staff / mngt relations (1)
			Work for the community (1)
	Beautiful environment (1)		
Biggest barriers to overcome	Perception of Taumarunui	Image of the District as non-progressive, lacks shopping	
	Lack of awareness of attractive benefits		Perceptions of few career opportunities at Council
			Bureaucratic and regulatory local government image
			Lack of staff housing

What are new appointees' biggest fears & do they prove accurate in reality?		
HR Perception	New Appointees' Fears	Reality (Yes / No) & Comments
<ul style="list-style-type: none"> Accommodation when relocating The salary offer 	Become stagnant or ceiling-ed in career	No (1): Good job variety Yes (1): Will have to leave for more experience
	Succeeding in a new organisation	No (2): Is a need for a 'buddy system'
	Isolation & travel time	Yes (2): But flexible working arrangements compensate
	Bureaucratic stigma	No (1)
	New town and people	No (1): Friendly & supportive place

Comparison and contrast:

HR and new appointees agree on the strengths of RDC as a small organisation giving wide opportunities for work variety.

For new employees, the greatest benefits came from workplace and lifestyle factors. Workplace factors include friendliness and support of staff, variety, and flexibility in working arrangements. Lifestyle factors include the quality of life for families, and work / life balance.

The biggest employment branding problem is the perception of the area as isolated and 'backward', and, perceived lack of career opportunities in a small council.

Council's employment branding is largely around selling the outdoors active-recreation lifestyle of the District:

Employment Ad.

"Ruapehu District offers a lifestyle based on one of the most beautiful and diverse locations in New Zealand. The Tongariro World Heritage Park and Whanganui National Park offer superior skiing, trekking, kayaking, hunting and fishing."⁷

RDC Website.

"Job Vacancies

Ruapehu District Council is located in an area of New Zealand that is strongly sought after as a lifestyle choice, with its abundance of skiing, tramping, river recreation, hunting and range of facilities. Occasionally vacancies arise for a rewarding career at the Council. Due to the benefits we offer in addition to the lifestyle opportunities, these positions are filled very quickly.

"Now Accepting Expressions of Interest

If you are interested in living and working in the North Island's premier outdoor recreation playground within shouting distance of snow, water and bush, in a Council that is determined to grow your career and treat you and your family well, then we invite you to click here register your name, email address and occupation you are seeking."

Satisfaction with Recruitment and Selection Procedures

Figure 5 shows how satisfied staff are with RDCs recruitment and selection.

Figure 5: Perception of RDC Recruitment & Selection Procedures

Key: 1-2.9 means: 'Dissatisfied' 3 means: 'Neither Satisfied nor Dissatisfied' 3.1-5 means: 'Satisfied'	HR Survey Result	GM Survey Result (average score)	New Appointees Survey Result (average score)
Factor: 'Satisfaction with...'			
Quality of candidates for interview	3	4	-
Match between candidates & Job Description 'Person Specifications'	3	3.7	-
Recruitment methods used by RDC	4	3.3	-
Staff contact with candidates during recruitment	-	-	4.6

⁷ Ruapehu Press, 27 February 2008, Resource Planner advertisement.

Clarity of employment information	4	-	3.9
The match between the job described in recruitment, & the job in reality	3	-	4
The performance of new appointees on the job	-	3.7	-
The time taken between vacancy and appointment of new staff	4	3	-
Managers' involvement in the recruitment, selection process	-	5	-
Interview & selection processes	4	-	4.9
Support and induction post-acceptance	2	3.3	4.3
Comments:			
<ul style="list-style-type: none"> HR – Different areas of Council have different commitments to the induction process GM – Recruitment of local people is quicker GM – There is variable follow-through on orientation New Appointee – This is the only Council that has not reimbursed travel to interview 			
How did candidates hear of the Job?			
<ul style="list-style-type: none"> Word of mouth (4); Websites (3); Newspaper (2); Student job search (1) 			
What do you think are the most useful recruitment methods?			
HR:		New Appointees:	
Local papers, Council & local govt websites, professional associations for technical staff.		Internet sites (6), Newspapers (4)	

Comparison and contrast:

GMs are very satisfied with their level of involvement in recruitment (score: 5.0).

New employees are very satisfied with the interview process (4.9), staff contact during recruitment (4.6), and the match between the described and the actual job (4.0).

GMs were least satisfied with recruitment time (score: 3.0), recruitment methods, (3.3) and induction processes (3.3). However new appointees were more positive about support and induction than both HR and GMs.

Attitudes toward Strategic Recruitment Policy Issues

Figure 6 indicates support for possible HR policy directions.

Figure 6: Support for Possible Strategic HR Policy Directions

Key: 1-2.9 means: 'Agree' 3 means: 'Neither Agree nor Disagree' 3.1-5 means: 'Disagree'	HR Survey Result	GM Survey Result (mean score)
Factor: 'Support for...'		
Favouring recruitment of local (Ruapehu) people	4	1.3
Favouring recruitment from within Council	4	1.3
Commitment to Equal Employment Opportunities principle	1	1.7
Rejecting candidates who do not have congruence with RDC values	5	3.7
Compromising technical & educational standards in job descriptions, to appoint an otherwise suitable candidate	4	3
Use of headhunting	3	2

Comparison and contrast:

HR commented that they 'prefer to seek the best candidate for the job', but GMs seemed to favour more internal and local recruitment.

GMs supported headhunting to find the best suitable candidate.

Discussion

Employment Branding

Employment branding refers to conveying the organisation's 'personality' and image to potential employees to attract top talent⁸. The SOLGM study (2005, pp. 3-4) reported that the 'community service' strength of local government is overshadowed by its 'bureaucratic' stigma. This stigma was identified by 77.4% of the study's tertiary students, and 88.2% of private sector employees. This negative perception led to only 9.6% of tertiary students perceiving local government as a favourable career choice, and only 7.9% of private sector employees. In contrast, this Ruapehu report does not identify 'community service' as a significant positive strength, or 'bureaucracy' as a significant barrier.

This research indicates that the primary barrier to employment in the area relates to the perception of Ruapehu as isolated and without adequate shopping, and the Council as small and constricting to a professional career. The perception of other key employers in the community also reinforced these same concerns. However, the only 'real' barrier to emerge was the isolation factor. New appointees state that key practices of the Council which help overcome negative perceptions are:

A friendly and supportive workplace;

Flexible employment practices, such as flexi-time, family-friendly policies, and early Friday finishing for long-standing staff.

In terms of District and workplace strengths, Council's primary theme through its employment advertising is the 'active recreation lifestyle' afforded by the District. The sub-theme is the Council as a progressive workplace with benefits. Through the surveys there is common agreement between new appointees and HR of the lifestyle opportunities offered by the District.

However, whereas the current branding links lifestyle with recreation and environment, new appointees' perception of 'lifestyle' is a great area for families and children to grow up in, and flexibility of the workplace to offer work / life balance. Recreation and outdoors do not feature. The single biggest strength to new appointees is not addressed adequately by current employment branding – workforce strengths. These are perceived as friendly and supportive staff, variety and challenge in work, good staff-management relations, and flexible family-friendly policies. Figure 7 compares present branding with new appointee perceptions.

Figure 7: Employment Branding Perceptions

Current Branding Themes	Perceived Branding Strengths by New Appointees
<ul style="list-style-type: none">• Lifestyle• Active recreation opportunities• Career opportunities	<ul style="list-style-type: none">• Family lifestyle• Workplace flexibility to enhance lifestyle• Small, supportive workplace• Progressive career development through variety, challenge and opportunities

Recruitment and Selection Policy Issues and Procedures

Values

RDC values were launched in the organisation for the first time on 4 March 2008. In his address to staff, the CE said that values would be built into recruitment. In determining whether recruitment should target values congruence (or agreement) within applicants, GMs were somewhat supportive (score: 3.7), and HR very supportive (5.0). There was one low score from a GM who cautioned, "It depends on how you measure the compatible 'value'." In support of this GM's view, there is, as yet, no test designed by RDC to give to candidates in order to test values agreement. This is an area for process improvement.

Recruitment Sources

HR reports that there has been a noticeable trend of increasing internal appointments at more senior levels. This is consistent with the organisation's retention strategy launched in March 2007. According to the CE,

"When I came here there were various management vacancies that I could not fill internally. The reason was that the organisation had not sufficiently developed the next level down to cross the gap to higher management and leadership. This made me sad that careers could be

⁸ Stone, 2006, p. 197

stunted for years, and families miss out on higher salaries because an organisation is not consciously developing its own people. I determined to make sure that this development apathy would never happen again. People would be properly trained. We're seeing the fruits of that now, a year on."⁹

The CE is demonstrating preference for internal recruitment, which is supported strongly by GMs (score: 1.7). A comment in support of this recruitment source was, "Last year has seen this in place – excellent, but takes commitment to training up, and risk they'll leave." GMs also strongly favoured recruitment of local Ruapehu people (1.7), with one commenting, "They stay longer and link better to local schools etc."

In contrast HR stated, "I prefer to seek the best possible applicant" and therefore did not support actively favouring internal or local candidates above other candidates (4.0). HR has a relevant concern which explores the trade-off between candidate quality, and the relative ease of local and internal recruitment. In Figure 8, Stone (2006, p. 191) outlines the benefits of external and internal recruitment as:

Figure 8: Strengths and Weaknesses of Internal Appointment

Benefits of Internal Appointment	Weaknesses of Internal Appointment
<ul style="list-style-type: none"> • Develops the worker's career • Retains knowledge of the history and culture of the organisation • Gives the employer more confidence because they know the employee 	<ul style="list-style-type: none"> • Rejected internals may leave, with their knowledge • Can result in 'in-breeding', or, the lack of fresh blood and ideas

In determining how real the concern with quality of candidates may be, it is noted that GMs were very satisfied with the quality of candidates for the job (4.0), the match between job description person specifications and eventual appointee (3.7), and the on-the-job performance of new appointees (3.7). The matter may be best dealt with by clarifying the recruitment methods to be used for different staff.

Recruitment Methods

Figures 2 and 3 determined that at RDC the more senior the position, the more widely it was advertised and the more expense incurred. Results from new appointees confirmed the value of newspapers and Internet, but indicated that most jobs were sourced by 'word-of-mouth'. Obviously there is no way of determining what the primary sources were in these cases. Research indicates that 75% of New Zealanders use the Internet, and 80% of employers compared to 67% in the United Kingdom.¹⁰

A type of word-of-mouth is 'headhunting'. GMs were in favour of headhunting as a recruitment method to get high quality candidates (score: 2.0). RDC recruited nine managers in 2007; five externally, and four by internal promotion. Some recruitment agencies are advocating headhunting for management level appointments. Don Jaine of Swann Group, states that executives expect to be approached. Maurice Elliot of Signum Executive Search states that, "If I run an advertisement, I might get a number of fish but the chances of getting the right fish are pretty random."¹¹ It is noted that RDC's CE is not an advocate of headhunting, stating in interview (Appendix 3),

"We lost four managers to headhunting in short succession, so I am opposed to the method in general. There is a gentleman's agreement in local government that we won't headhunt one another's staff. This is not always honoured, unfortunately. In the realities of a tight labour market for technical and managerial staff, I have fewer inhibitions in targeting the private sector, and outside the District."

Selection Policy

Results indicated a high degree of satisfaction with Council's selection processes, by new appointees (score: 4.9), and high satisfaction amongst GMs with their inclusion in the process (5.0). New appointees also demonstrated more satisfaction with the induction process (4.3) than GMs (3.3) and HR (2.0) who noted the variable standards in induction across the organisation. Staff housing was an identified improvement, but did not emerge as a significant issue.

Reliability of selection was tested by GMs satisfaction with on-th-job performance by new appointees and found to be satisfactory (3.7). Validity of selection methods can be determined by comparing RDC's

⁹ Interview with the CE

¹⁰ Owen, 28 February 2007, p. 22

¹¹ As cited in Pratley, 2007, p. 58.

procedures with those identified as effective in other research. Figure 9 compares RDC's methods with those determined as effective by research¹².

Figure 9: Validity of Selection Methods

Validity Key: 1 = Test has low validity 5 = Highly valid test	Senior Mngt		Mid-Mngt		Technical		General		Casual	
	Used by RDC	Validity	Used by RDC	Validity	Used by RDC	Validity	Used by RDC	Validity	Used by RDC	Validity
Written test	√	1	Some	1	Some	3	×	3	×	No assessment provided
Work samples	√	-	√	-	√	4	Some	4	×	
Interview	√	4	√	3	√	2	√	2	√	
Application Form	√	2	√	2	√	2	√	2	√	
• Reference check	√	1	√	1	√	1	√	1	√	
• Verify application	√	3	√	3	√	3	Some	3	Some	
Medicals	Some	1	Some	1	×	1	×	2	×	
Assessment Centre	×	5	×	5	×	-	×	-	×	

Results indicate that Council is not using an 'Assessment Centre' (performance simulation testing), which is the most effective validity of the candidate for senior and mid-management vacancies. Results indicate that Council could use more frequently:

- Written Tests for mid-management, technical and general staff. This could be combined with the Assessment Centre concept to require staff to undertake 'Work Scenario' testing.
- Work Samples for general staff.

Conclusions

HRP is a critical success factor for the Council. Although small, RDC needs to have a well developed system for recruitment and selection, and also retention, in order to compete confidently in a tight labour market. The overall assessment of this report is that the Council is managing its recruitment and selection policies professionally due to the quality of its HR and management personnel. There is risk as the majority of its successful practices are not formally recorded. In addition, the research has determined that the Council's employment branding can be better targeted to sell its strengths. The following is recommended as a redraft of the Recruitment Policy.

"Purpose

The purpose of this Recruitment Policy is to enable Ruapehu District Council to find the right people to fill vacancies at the right time, and in a fair and transparent process.

"Objectives

- To find the best candidates for each position
- To source and select people who are a good fit with the organisation's values
- To uphold Council's Equal Employment Opportunities commitment
- To clarify the level of commitment to resourcing recruitment and relocation at different positions in the organisation
- To enhance Council's commitment to internal development of staff, and to support of the local Ruapehu community

"Policy

General

It is Council policy that at all times recruitment of staff will be conducted in a manner designed to ensure that applicants are selected on merit, consistent with Council's Equal Employment Opportunities Policy.

¹² Robbins et al, 2003, p. 318.

Recruitment and selection procedures will be developed and reviewed by Human Resources, and available to candidates or staff on request.

Recruitment

Council policy requires vacancies for permanent positions or for fixed term positions of more than one year's duration to be advertised. All advertised positions require job evaluation.

General staff permanent positions are to be advertised internally, including Council's website, and in the Ruapehu Press and Ruapehu Bulletin. Wider advertising will only be considered on a case-by-case basis by the Chief Executive, and only if the case justifies Council expenditure on reimbursements for travel and relocation costs. If Council is not prepared to pay these costs then this must be communicated to Human Resources prior to advertising the vacancy.

Technical and managerial staff permanent positions should be advertised more widely, in addition to local and internal channels previously mentioned in this policy. Advertising will include Internet sites, newspapers from out of District, universities, and professional associations, after discussion with Human Resources. Council will pay for New Zealand based candidates' travel to interview, and the successful applicant's relocations costs, to an agreed sum and only if such is within New Zealand.

Senior management team positions will be advertised in the same manner as general staff positions, in addition to being placed with a recruitment agency as determined by the Chief Executive. Council will pay for New Zealand based candidates' travel to interview, and the successful applicant's relocations costs, to an agreed sum and only if such is within New Zealand.

In exceptional cases, Group Managers may seek prior approval from Human Resources not to advertise fixed-term positions longer than twelve months. A memo setting out the reasons for breaching normal policy is required.

Selection

All permanent full-time positions require:

- Application form completion and verification of the application form to the extent deemed practicable by Human Resources;
- Interview;
- Reference checks;
- Work scenario testing relating to on-the-job situations to the extent practicable;
- Work samples from previous employment, to the extent practicable;
- Testing of values compatibility with the Ruapehu District Council Values Charter.

Senior management positions will require the interview process to include the Mayor and Deputy Mayor to the extent determined by the Chief Executive."

References

- 31st International Symposium on Public Personnel Management. May 14-18 2006, <http://www.ipmg-hr.org/pdf/2006SymReport.pdf>, [Accessed: 100308].
- Lavigna, R & Hays, S. 2004, 'Recruitment and selection of public workers: an international compendium of modern trends and practices', http://goliath.ecnext.com/coms2/lgi_0198_387992/Recruitment-and-Selection, [Accessed: 100308].
- McDonald, s. 2006, 'The perils and pitfalls of DIY recruitment', *Independent Financial Review*, 27 October.
- Owen, W. 2007, 'Recruitment is catching on', *Independent Financial Review*, 28 February, p. 22.
- Owen, W. 2007, 'Recruitment: Identify the talent and hang on to them', *Independent Financial Review*, 31 October, p. 20.
- Pratley, H. 2007, 'Headhunting', *Management*, November, pp. 57-61.
- Robbins, S., Bergman, R., Stagg, I. & Coulter, M. 2003, *Management*, 3rd edition, Prentice Hall, Frenchs Forest.
- Ruapehu District Council. 2007, *Employee Policy and Procedures Manual*, March.
- Ruapehu District Council, *Job Vacancies*, http://www.ruapehudc.govt.nz/council_job_vacancies.html, [Accessed: 100308].

- Ruapehu District Council, 2007, *Chief Executive Employment Performance Measures for 2007/08*, 22 June.
- Ruapehu Press. 2008, 'Resource Planner', advertisement, 27 February.
- SOLGM. 2005, *Local Government Recruitment and Retention*, October.
- Stone, R. 2006, *Managing Human Resources*, 1st edition, John Wiley & Sons, Milton.
- United Nations Department of Economics and Social Affairs. 2005, *Human Resources for Effective Public Administration in a Globalised World*, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPANO21329.pdf>, [Accessed: 100308].