



1. Purpose

This Procedure provides guidance to for the West Coast District Health Board (WCDHB) management and staff regarding the recruitment, retention, training and development of its Māori workforce. (NOTE: This Procedure is to be used in conjunction with the WCDHB Staff Recruitment and Selection Procedure)

2. Application

This Procedure is to be followed by all staff throughout the WCDHB.

3. Definitions

There are no definitions associated with this Procedure:

4. Responsibilities

For the purposes of this Procedure:

The General Manager Māori Health or Māori representative is required to:

- Be a member of the interview panel in any appointment of Māori positions.

The *WCDHB Human Resources Department* is required to:

- Support and assist the relevant Manager;
- Ensure the recruitment and selection process complies with the relevant legislative and contractual obligations;
- Co-ordinate the recruitment and selection process (including placement of advertisements).

5. Resources Required

This Procedure requires no specific resources.

6. Process

1.00 Introduction

- 1.01 The WCDHB recognises that Māori place great value on applicants who have a strong grounding within the “grass roots” of the Māori Community and a deep understanding of Māoritanga. Such grounding and knowledge is recognised as necessary and important.
- 1.02 Where a position is to have a strong interface with Māori communities and/or a direct link to improved Māori health outcomes, Māori shall participate in the entire process of recruitment, retention, training and development of Māori staff.
- 1.03 The WCDHB Māori Health Department and the WCDHB Human Resources Department are to provide advice and support to management and staff regarding appropriate Māori participation in the workforce process. The WCDHB Māori Health Department also provides assistance with linking WCDHB services to the Māori community.



2.00 Recruitment

2.01 Position / Job Description Development

- a) Discussion about the need for the position with internal management staff and the Māori community is advisable. This could raise opportunities for alternative (and innovative) ways of achieving the outcomes desired as well as increasing Māori participation.
- b) The WCDHB Māori Health Department is available to provide advice and guidance on approaching suitable Māori community representatives.

2.02 Advertising

- a) Advertisements for "mainstream" positions should be designed to attract Māori applicants.
- b) If the position is a "Māori specific" position, the advertisement should be designed to attract as many Māori applicants as possible.
- c) The advertisement should include a simple, clear and concise description of the role within the community and expected impact on Māori health.
- d) Advertisements can also include what support may be given to applicants who require/seek further skills.
- e) The advertisement may be advertised jointly in Māori and English.
- f) Advertising mediums for such positions should be extended from the standard outlets to include Māori community links and networks, e.g.:
 - i. Marae, Māori health clinics, Kohanga Reo, Sports Clubs
 - ii. Publications specifically developed by Māori organisations e.g.: Kokiri Paetae, Mana Magazine, Te Karaka
 - iii. Māori specific internet job sites, Māori health websites
 - iv. Local and national Māori radio and television networks, e.g. Marae TV where applicable
 - v. Training establishments including Whare Wananga, Polytechnics

2.03 First Point of Contact

- a) It is important that the WCDHB contact for positions has the interpersonal skills necessary to ensure a welcoming and friendly first contact. This person must also be able to know who the appropriate person is to discuss the position fully.

2.04 Short-listing

- a) Managers need to ensure that the Māori community representative is involved in the short-listing process. The WCDHB Māori Health Department is available to provide advice and recommend an appropriate person or organisation to approach. This will ensure that the need for formal qualifications is balanced with the need for community-based knowledge and contributions, knowledge of expected Māori health outcomes, networks and also life skills that will assist the applicant to carry out the role.



3.00 Interviews

3.01 Interview Panels

- a) A Māori representative from the community must participate in the interview.
- b) The WCDHB Māori Health Department is available to provide advice and support to ensure an appropriate representative or organisation is approached.
- c) The applicant must be informed of who will be on the interview panel and they must also be given the opportunity to bring Whānau support with them.
- d) Where unexpected changes to the interview panel occur, every effort must be made to inform the applicants ahead of the interview.
- e) The interview panel must have a good level of understanding of the Treaty of Waitangi and its practical application themselves before such a question is asked of applicants.
- f) Advice should be sought from the Māori community representative on alternative ways of seeking such knowledge from applicants.

3.02 Interview Questions

- a) All members of the interview panel should be involved in designing the questions and the interview process wherever possible.
- b) It must be recognised that the Māori representative will bring a perspective that brings recognition of the Māori community and which may assist in balancing the managerial and/or clinical input to the process

3.03 Timing of Interviews

- a) Applicants who are traveling some distance to attend the interview must be given the time and opportunity to refresh and prepare adequately for the interview.
- b) The interviews must not be rushed and the applicant must be given an opportunity to express themselves well. It is also important that appropriate hospitality is extended to the applicant and/or whānau support.

3.04 Interview Process

- a) The interview process is as much for the organisation to interview the applicant, as it is for the applicant and their whānau, to interview and assess the organisation.
- b) It is important to encourage an interactive environment for the applicants.
- c) The applicant and/or their whānau may wish to seek information on how the organisation provides:
 - i. A culturally safe environment.
 - ii. Support structures for Māori staff.
 - iii. Opportunities for progression, training and development.
 - iv. Therefore, correct protocol and good processes in an interview are essential.
- d) A Māori community representative may be in the best position to facilitate the interview process.
- e) The WCDHB Māori Health Department will advise management on key points to consider.
- f) Whānau may be in support of the applicant and appropriate Māori protocols must be followed such as karakia, mihi whakatau.
- g) Agreement regarding the process for the interview must be reached and some flexibility may be required to accommodate this.



h) A more formal process of a structured interview may be complimented by an informal discussion with all present.

3.05 It is culturally appropriate for some questions to be answered by a whānau support member present in support of the applicant, who can best discuss the strengths and weaknesses of the applicant.

3.06 Interviews in Te Reo Māori are currently not offered but should be considered on a case by case basis.

3.07 All members of the interview panel must actively participate in making the appointment.

4.00 Successful Applicants And Referees

4.01 Referee Checks

While a formal process of referee checking will be undertaken (*see WCDHB Referees Report Procedure, WCDHB-HR-0028*) it is also important to discuss with the applicant other networks or contacts that may be of value by providing additional information at the time of interview.

4.02 Successful Applicants

It is important (and a basic courtesy) that all members of the interview panel are advised once the successful applicant has been confirmed.

5.00 Retention Of Māori Staff

5.01 All new staff must be welcomed by Powhiri or mihi whakatau if they wish. It is important that new staff members are supported by management and colleagues in the traditional Māori way.

5.02 For those positions that have a strong interface with Māori communities and/or a direct link to improved Māori health outcomes, orientation into the Māori community and with the WCDHB Māori Health Department within one month of commencement date. This will require management and colleagues to organise and support the new staff member through this process.

5.03 The WCDHB Māori Health Department provides support for new staff and invites staff to participate in the various Māori health initiatives and forums underway e.g. Treaty of Waitangi Training, Te Pikorua Training.

5.04 For those positions within the WCDHB that have a strong interface with Māori communities and/or a direct link to improved Māori health outcomes, consideration must be given to the most appropriate physical location of the position which includes resources and experience required to support the position. This may involve further consultation with the Māori community to discuss opportunities for community based office space as a joint venture approach.

5.05 All WCDHB staff will be invited to identify their ethnicity in an effort to develop a benchmark of Māori staff employed by the WCDHB. This will assist WCDHB to develop initiatives to further support staff.



- 5.06 The WCDHB Māori Health Department provides a first point of contact for staff requiring support. Linkages may be made to internal support groups, DHB-wide support groups and/or groups within the wider Māori community.
- 5.07 All WCDHB staff are invited to complete an exit interview with a Manager of their choice. It is important that Māori staff is encouraged to do this and to provide their views on how improvements can be made for Māori workforce development at the WCDHB and what issues affect the retention of Māori staff by the WCDHB.

6.00 Training And Development Of Maori Staff Members

- 6.01 All staff will be made aware of the opportunities available regarding training and development. This may have been discussed during the interview process and any offers made at this time must be followed through and formally documented in the employment agreement.
- 6.02 Soon after commencement, Managers are encouraged to discuss with staff:
- i. Assistance to achieve formal qualifications;
 - ii. Access to scholarship information;
 - iii. Access to information regarding available training budget and what/how priorities are achieved for Māori staff;
 - iv. Identification of core training needs;
 - v. Support for clinical supervision (where required for the position);
 - vi. Possible career pathways/advancement opportunities;
 - vii. Access to the WCDHB Māori Health Department for cultural support and advice;
 - viii. Consideration will be given to the individual needs of staff in terms of upskilling in Māori aspirations. E.g. Te Reo.

7. Precautions And Considerations

- ➔ Where a position is to have a strong interface with Māori communities and/or a direct link to improved Māori health outcomes, Māori shall participate in the entire process of recruitment, retention, training and development of Māori staff.
- ➔ The WCDHB Māori Health Department and the WCDHB Human Resources Department are to provide advice and support to management and staff regarding appropriate Māori participation in the workforce process

8. References

WCDHB Human Resource Manual

9. Related Documents

WCDHB Referees Report Procedure

WCDHB Staff Recruitment and Selection Procedure



10. Guidelines

Guidelines for Whānau Support

1. Whānau Support, as a kin-based support system is a traditional component of Whānau Ora and as such should be provided for Māori applicants that are to be interviewed, where requested.
2. Non-Māori applicants are to be accorded a similar opportunity, should it be requested.
3. The number of persons in the Roopu Tautoko (support group) can depend on the status ascribed by Whānau to the applicant or the position involved.
4. The Chairperson of the Panel will ensure that the Roopu Tautoko is limited to a mutually agreed size.
5. To help achieve this the Chairperson will inform the applicant(s) in writing of factors such as:
 - i. Time allocated to the interview
 - ii. The expected size of the Selection Panel
 - iii. This information may then assist the applicant(s) in determining an appropriately sized support group.
6. Applicants must give the panel chairperson due notification that they will be accompanied by Whānau so that the composition of the Selection Panel, seating arrangements etc. can be organised.
7. Interview where Whānau Support are present:
 - i. The Selection Panel should be familiar with the cultural requirements of the interviewees who are accompanied by Whānau.
 - ii. The Selection Panel should welcome the applicant and accompanying Whānau to the interview.
8. Any questions likely to cause prejudice to the process or not related to the specific appointment will be disallowed by the Selection Panel.
9. The Chairperson of the Selection Panel shall, prior to the actual interview, communicate the agenda to the participants.
10. The agenda should set out the areas (in order) to be covered with specific time set aside, at the end, to field questions from the applicant or his/her Whānau. The Whānau are to be made aware that there are time constraints for the interview and that, first and foremost, the Selection Panels' purpose is to see whether their candidate is suited to the position.
11. The Selection Panelists should be prepared to show a degree of flexibility in Whānau-interview situations.
12. Should Whānau persist with questions not related to the interview, explain that their queries cannot be properly answered within the scope of the interview



**Māori Workforce Recruitment, Retention,
Training, and Development Procedure**

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