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Mr Mijail Linares
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Dear Mr Linares

Official Information Act 1982 request – World Cups Office

This letter responds to your email Official Information Act 1982 (OIA) request of 30 June 2018 regarding the World Cups Office.

Attached in appendix one is a response to your OIA request.

I am declining your request for information on the names of individuals and their remuneration to protect the privacy of individuals under section 9(2)(a) of the OIA.

I am satisfied that the withholding of this information is not outweighed by any other circumstances that render it desirable, in the public interest, to make the information available.

If you would like to discuss this response further please contact Dr Alice Hume, Manager Policy by email at policy@sportnz.org.nz.

Please note that if you are not satisfied with this response you have the right to make a complaint to the Ombudsman under section 28(3) of the OIA.

Yours sincerely

Peter Miskimmin
Chief Executive

Appendix One: OIA response

1.- What is the structure of the World Cups Office?

The World Cups Office is housed at Sport New Zealand and is part of the 'Partnerships and Communications Team'. The World Cups Office reports to the Manager – High Performance Facilities and Major Events who reports to through the General Manager Partnerships and Communications to the Chief Executive.

2.- Who is currently employed, or was employed, by the World Cups Office, in the period 2015-2017?

See response to question 4 below.

3.- What are the current salaries of its employees?

This information has been withheld to protect the privacy of individuals section 9(2)(a) of the OIA.

4.- What are or were the roles of its employees?

The current employee is:

- [Name withheld (section 9(2)(a)) – Director, World Cups Office (Contract Position)

The previous employees were:

- [Name withheld (section 9(2)(a)) – Project Coordinator, World Cups Office (Contract Position) until 2017.
- [Name withheld (section 9(2)(a)) - Director, World Cups Office (Contract Position until 2018) this position title was renamed in 2016 from Manager, 2015 World Cups Office.
- [Name withheld (section 9(2)(a)) – World Cups Office Communication Lead (Contract Position) until 2018.

5.- What was the hiring process like?

One staff member previously contracted by Sport NZ and was re-instated. Two staff members were the result of a transfer process from the Ministry of Business, Innovation and Employment (MBIE) when the World Cups Office functions moved from MBIE to Sport NZ.

6.- Is there an annual report specifying what the World Cups Office did in 2015, 2016 and 2017?

Annual reporting for the World Cups Office is incorporated into the Sport New Zealand Annual Reports. These can be found at the following weblink: <https://sportnz.org.nz/about-us/our-publications/measuring-our-performance/annual-reports/>.

7.- What are the World Cups Office goals from 2018 onwards?

The World Cups Office has a role in coordinating a response across Government Agencies and Event Organisers to deliver events declared Major Events under the Major Events Management Act 2007. This coordination includes risk planning and auditing, and providing opportunities to leverage legacy outcomes from each Major Event.

Released under the Official Information Act 1982



Sport NZ Group Recruitment & Selection Guidelines

Purpose

Effective recruitment is fundamental to attracting, recruiting and retaining high calibre employees. Some of the benefits of effective recruitment are:

- quality of information received about candidates enables good decision making
- candidates recruited are a good fit with the organisation and the role
- improved customer service as a result of quality hires
- lower costs associated with employee turnover are reduced
- less investment in training is required if suitably qualified and experienced people are recruited.

The guidelines in this section outline a best practice approach to recruitment. It is advised they be read and understood prior to undertaking any recruitment.

Recruitment Process Guidelines

When recruiting, remember that Sport NZ Group's reputation and brand are at stake. Candidates will gain an initial impression of Sport NZ Group by the way in which you approach recruitment. You should ensure all candidates, successful or otherwise, have a positive and professional recruitment experience.

We're all heavily influenced by visual, verbal and non-verbal cues (physical presentation, eye contact, smiling, and voice) when we meet other people, however, these are not necessarily good predictors of job performance. When recruiting, the aim is to limit biases and maintain a neutral approach in all candidate interactions.

At all stages of the recruitment process, it is important to adhere to the relevant legislative requirements, which include the Human Rights Act and the Privacy Act.

The "Sport NZ Group Avoiding Discrimination in Recruitment" guidelines detail the main types of interviewer bias gives tips on how to avoid discrimination in the recruitment process and the requirements of the Privacy Act.

The following table explains the processes and accountabilities that will occur during the recruitment process (differences will be dependent on whether you are recruiting internally only, or externally and internally).

Recruiting Process Events/Tasks: <ul style="list-style-type: none"> all tasks are applicable regardless of whether advertising internally only or both internally and externally recruitment agencies may complete/coordinate some of these tasks as indicated managers responsible for the vacancy will have input throughout the process 	Managing Recruitment In-		Using Recruitment	
	house		Agency	
	Manager	OD Team	Recruitment Agency (AoG supplier if appropriate)	OD Team and Manager
Vacancy arises <ul style="list-style-type: none"> Update and confirm job description Ensure you have the person requirements and competencies identified Determine remuneration range and confirm budget availability Gain authorisation to recruit 	✓	✓		✓
	✓	✓		✓
	✓	✓	✓ input	✓
		✓		OD
Decide approach to recruitment <ul style="list-style-type: none"> Determine recruitment consultancy versus advertising the position internally and/or externally Establish selection criteria, process and timelines Decide interview questions and draft interview guide 	✓	✓		✓
	✓	✓	✓ input	✓
	input	✓	✓ input	✓
Advertise position <ul style="list-style-type: none"> Write and proof the advertisement Place advertisement in appropriate media e.g. newspaper (local, national or international as appropriate) own website, Sport NZ & HPSNZ websites, external job boards 	✓	✓	✓	sign off advert
	input	✓*	✓	
Establish interview panel	✓	✓		✓
Shortlist CVs <ul style="list-style-type: none"> All applications are acknowledged in writing Review all applications and prepare a shortlist of candidates to interview Advise all unsuccessful applicants in writing <i>within</i> one week of close off date Contact short listed candidates for interview within one week of close off date Ensure all shortlisted external candidates complete employment application form 		✓*	✓	
	✓	✓*	✓ screen	✓ select
		✓*	✓	
		✓	✓	
		✓		OD
Interview short listed candidates <ul style="list-style-type: none"> Conduct at least two interviews 	✓	✓		✓
Additional assessment/checks <ul style="list-style-type: none"> Consider the need for additional testing to aid decision-making. E.g. psychometric testing More specialist checks taken i.e. police/health 	✓	✓ input	✓ coordinate	✓
		✓	✓	

Select best candidate <ul style="list-style-type: none"> Agree on the preferred candidate 				
	✓	✓		✓
Reference checking <ul style="list-style-type: none"> Conduct at least two verbal reference checks from the two most recent jobs (<i>see example questions in Appendix 3</i>) Include at least one reference check with a direct report Undertake pre-employment health check if required 		✓	✓	
		✓	✓	
		✓	✓	
		✓	✓	
Offer of employment <ul style="list-style-type: none"> Gain approval for the recommended terms and conditions of employment Make a verbal offer to the selected candidate Follow up with a written employment agreement, including terms and conditions 		✓		OD
	✓			manager
	✓ input	✓		OD
Notify unsuccessful short listed applicants <ul style="list-style-type: none"> Advise verbally in the first instance and follow up with a letter 	✓ verbal	letter*	✓	
Follow up <ul style="list-style-type: none"> Store all candidate information securely, destroy after 3 months Return all information to applicants if requested Plan induction for new starter 		✓*	✓	
		✓*	✓	
	✓	✓		✓

* For HPSNZ Athlete Performance Support vacancies the APS Administrator may undertake these tasks.

1. Vacancy Arises

When a position becomes vacant, notify the Organisational Development (OD) team. They will work with you throughout the recruitment process.

You will need to update the job description, in collaboration with the OD team to ensure it accurately defines the role before starting to recruit. A job description should:

- be concise and non ambiguous
- accurately reflect the role and outline why it exists in the organisation
- describe the job and not the person
- use facts and not opinion.

The job description must provide enough information to assist in preparing recruitment advertisements, interview questions and deciding on the right candidate for the role.

At the outset of the recruitment process it is important to confirm budget availability and the remuneration range for the role. Having a clear idea of what you plan to pay for the role will help you tailor the advertisement to encourage suitably qualified candidates to apply.

Before proceeding you will need to gain authorisation to recruit for the role from the Chief Executive (CE). OD will assist you with this.

2. Decide Approach to Recruitment

Sport NZ Group is a member of the All of Government Recruitment provider contract, which means that for many Finance, Admin and IT roles, if we wish to use an external recruitment agency, we must use an agency who is a member of this scheme. This scheme allows us to achieve cost savings and ensure high quality recruitment. Please check with the OD team as to whether the role you are recruiting for comes under this scheme. Approval to use another agency may be obtained from OD if the role is not covered by this scheme.

Some roles will only require internal advertising. This is decided case-by-case.

In conjunction with OD, establish the selection criteria for the role, the process to be followed, and draft timelines.

With your input, OD (or the agency if one is used) will draft an interview guide for your use.

3. Advertise the position

A recruitment advertisement will place Sport NZ Group's name and brand in the public domain so it must be a professional reflection. An advertisement needs to be written in such a way as to attract high calibre, qualified candidates to apply. Good candidates have choices, and you want them to choose you.

If supplier recruitment agency is used, they will draft the advertisement for you based on the information about the role that you provide in the job description, and any briefing with them. Ensure the advertisement is edited and proof-read and that it accurately reflects the job description, competencies, experience and the type of person you are looking for.

OD will coordinate all internal advertising, as well as any external advertising, if you are not using a recruitment agency.

Sport NZ Group must advertise all vacancies internally (via SNZ and HPSNZ intranets) for at least 5 working days. If internal applicants apply, ensure you extend them the same level of courtesy and professionalism you would an external applicant. This means communicating with them at every step of the recruitment process, interviewing them in a best practice manner and assessing their skills fairly against the requirements of the role.

4. Establish an interview panel

Where possible, a panel of two or three members is ideal when interviewing candidates. Any more than this may be unnecessarily intimidating for candidates. A panel normally includes people who are most likely to work closely with the successful candidate, and have a vested interest in choosing the right person. This would include a member of the OD team, the recruiting manager and possibly another manager or specialist staff member.

Involving these people in the decision making process should increase the likelihood of appointing a candidate who is a good fit for the role, the organisation and the people in it.

Panel interviews work best if each interviewer is aware of their role in the process. Set up a meeting prior to the interview, and agree the areas that each member of the panel will question. One interviewer may concentrate on technical skills and career aspirations and another may be responsible for assessing behavioural competencies and career history.

5. Shortlist CV's

OD or the recruitment agency, if used, will ensure all applications are acknowledged within one week of receipt.

If you are using a recruitment agency they will review each CV against the job requirements as outlined in the job description. The preferred supplier will then forward potential candidates to OD/you. You will then need to review each CV, with OD, against the job description and identified competencies for the role. All applications must be reviewed fairly and consistently.

If an agency is not used, the manager and OD will agree who will be responsible for screening CVs. In some cases this may be the manager of the role, and in other cases OD and/or other managers in the organisation.

You should always have a sound reason for rejecting an application; particularly as you may be called on to provide the reasons to unsuccessful candidates.

If any agency is used they will notify unsuccessful candidates. Where recruitment is managed in-house, the OD team will advise external unsuccessful applicants in writing, within one week of the closing date wherever possible.

Regardless of whether or not an agency is used, unsuccessful internal applicants should be advised in person by the manager of the role being recruited.

OD or the recruitment agency, if used, will arrange interview times with short-listed candidates.

OD (or agency if used) will contact shortlisted applicants as soon as possible, ideally within one week of the closing date to advise the details of the interview. Where possible, interviews should be scheduled within **10 working days** of the closing of applications.

All interview applicants must complete the appropriate employment application form. This will be sent by OD or the recruitment agency.

6. Interview short listed candidates

Interviewing candidates is arguably the most difficult and important step in the recruitment process. The aim is to gather as much relevant information about each candidate to enable an informed decision about their ability to do the job and their fit with the organisation and its people. It is also an opportunity for the candidate to assess whether they would like to work with the organisation.

A common style of interviewing is called Behavioural Interviewing. This approach is based on the view that the best predictor of future performance, is past performance in similar circumstances. Interview questions asked in this style require candidates to demonstrate their experience and capability via behavioural examples of how they have behaved in the past. This enables the interviewer to gain a good appreciation of what motivates the individual and of the fit between the individual and the organisation. Remember, only information relevant to the appointment process can be gathered in the interview.

When all short listed candidates have been interviewed for the first time, decide who to invite back for a second interview. Second interviews may involve discussions about remuneration and benefits, a tour of the workplace, introduction to team members and further discussion about the job and the candidate's history.

NB: If there is a delay at any stage of the recruitment process (e.g. scheduling interviews) then it is wise to keep in contact with your candidates to keep them informed of the process and to maintain their interest in the role and the organisation. Sport NZ Group's preferred supplier will coordinate updates to candidates.

Refer to the Sport NZ Group Interview Guide for further guidelines and detailed information on conducting interviews.

7. Additional assessment

You may wish to use candidate assessment tools such as ability testing (e.g. verbal and numerical reasoning) and/or personality testing (how a person likes to work and their behavioural style). These tests are usually used for more senior roles and preferred candidates. Testing can be useful as it provides additional information to help with the decision making process. Research has shown that well constructed psychometric tests predict job performance better than almost any other single selection measure. Tests give objective information about a candidate and can lead to fairer recruitment decisions if used carefully.

The best approach is to use tests **in addition to** recruitment interviews to provide more information on which to base a decision. There are a wide range of tests available and they can generally be divided into the following categories.

- Personality profiles – these tests are used to identify the key personality dimensions of a person, how they like to work and their behavioural style;
- Sales profiles – used to determine a person's sales orientation, relationship building skills and drive;
- Aptitude and ability tests – include verbal and numerical reasoning, critical thinking and IQ tests, and will help you decide the extent to which a person may be able to carry out specific aspects of their role; and
- Motivation and values – these tests look at what motivates people, and their values. The results may help you decide whether a person is the right cultural fit for Sport NZ Group.

An important part of the testing process is choosing the right test and making sure it is pitched at the right level. To use an example, there is no point using a basic numeric reasoning test to determine the numeracy of a senior accountant.

If you wish to use psychometric tests as part of your recruitment process you should talk to the OD team who will arrange this. They can also advise on appropriate tests to use for each recruitment situation. Sport NZ Group's OD team will only use suppliers who have skilled practitioners administering the tests and interpreting the results.

OD, or the recruitment agency if used will arrange specialised checks on Sport NZ Group's behalf (e.g. police checks, credit checks). Police checks should be carried out on all new employees. Other additional checks may provide an added level of security, however they should only be done when the information sought is clearly relevant to the job requirements. For example, a credit check may be relevant when an employee is responsible for the company finances.

Consent must be gained prior to conducting these checks and any information gained should be shared with the candidate. Under the Privacy Act, the information must be destroyed unless it has direct relevance to ongoing employment.

8. Selecting the preferred candidate

Gaining agreement on the preferred candidate, with an interview panel, can be difficult. Rather than relying on "gut feel" about a candidate, use all of the factual information gained through the recruitment process (including interview notes, responses to structured interview questions, verbal references) to compare candidates and make a fair and informed decision. Your aim is to recruit the best person for the job.

9. Reference checking

At Sport NZ Group we use verbal reference checks as they are more useful than written references. This is because often you will gain more information from a verbal reference check. People may say things over the phone that they would not commit to in writing. It also gives you the chance to ask questions and clarify any concerns you may have.

Sport NZ Group's preferred supplier will gain written consent from the candidate before contacting referees. They will also run the referee checks for you. If you are working outside Sport NZ Group's Preferred Supplier Agreement you will need to also seek written consent before contacting referees.

Wherever possible, you should take up verbal references with the candidate's two most recent employers. At least one of the referees should be a person that the candidate reported directly too.

Contact verbal referees prior to making your final decision. The information gained will aid your decision, particularly if you can't decide between two strong candidates. Conduct **at least two verbal references** before making seeking authority to appoint the candidate.

Refer to the Sport NZ Group Reference Checking Guide for example questions to ask when taking up a verbal reference.

10. Offer of employment

You will need to gain approval for the terms and conditions of employment from the CE. The OD team will coordinate this for you.

Once the terms and conditions are signed off you can make a verbal offer, outlining the proposed remuneration and benefits package. This will ideally occur as soon as possible after the last interview, and definitely within 5 days of the last interview. Follow this up with a written offer of employment, and outline all associated employment terms and conditions. The OD team will prepare this for you.

The candidate should have the opportunity to seek legal advice on the offer, and should be given at least 5 working days to do so. If they sign and send it back, OD will set up an employee file and store it in a secure place. If they wish to negotiate, you must decide the extent to which this is appropriate.

If the candidate rejects the offer you may wish to make an offer to another candidate on your shortlist. This highlights the importance of treating all candidates well during the process.

11. Notifying unsuccessful candidates

If using a recruitment agency, they will notify all unsuccessful candidates (except for internal applicants who have been interviewed).

If the recruitment process has been managed without an agency, the hiring manager will need to notify all unsuccessful interview candidates. They should be contacted by phone and advised they were not successful. Contact should occur as soon as possible after the successful candidate has been appointed. This can be followed up with a letter to confirm if you wish.

12. Follow up

Under the Privacy Act all candidate information must be treated in confidence and stored securely. You should advise candidates that their information will be kept on file in the event a suitable position arises in future. All information retained, with the candidate's permission, must be stored securely and destroyed after 6 months. If a candidate requests their information be returned then you must do so.

Work with a member of the OD team to plan an induction for your new starter, and ensure that they have the necessary resources to do their role.

Reference

Sport NZ Group Recruitment Policy
Sport NZ Group Interview Guide
Sport NZ Group Reference Checking Guide
Sport NZ Group Application for Employment Form
Job Description template (HPSNZ or Sport NZ)
Authority to Recruit template (HPSNZ or Sport NZ)
Authority to Appoint template (HPSNZ or Sport NZ)
HPSNZ Manager's Checklist for New Staff
HPSNZ Movements Form
Sport NZ New User Form

Released under the Official Information Act 1982