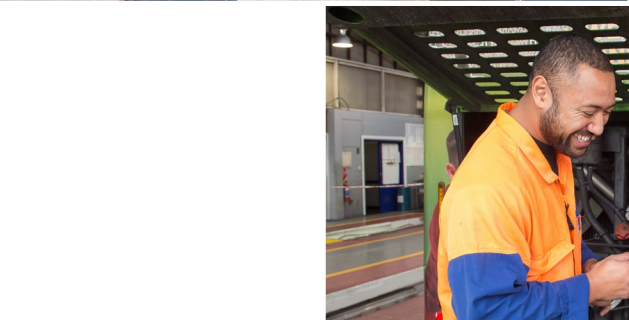
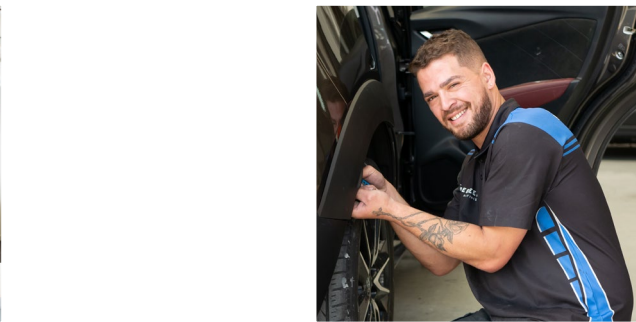


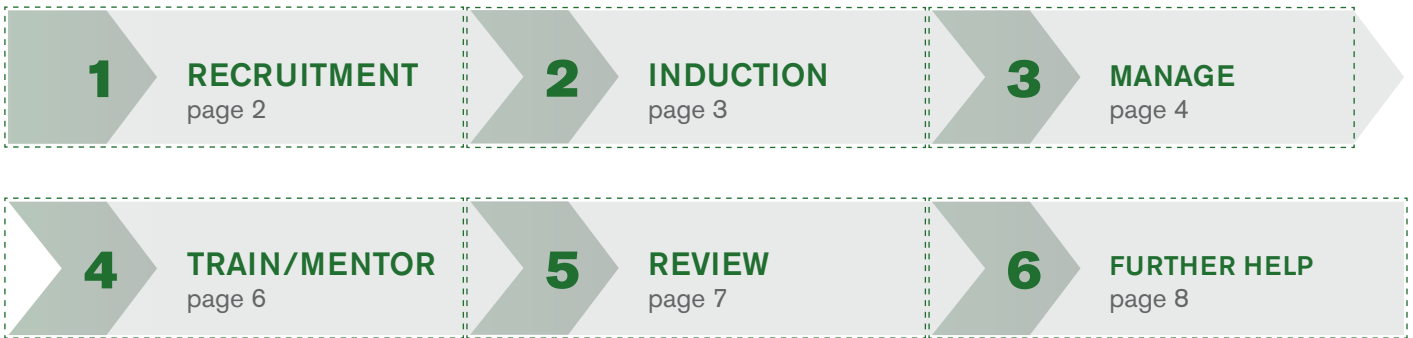
YOUR TOOLKIT FOR SUPPORTING NEW STAFF



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This document guides employers through the process of recruiting and onboarding a new team member. This isn't something you do every day, so we want to help you by providing you with the key steps to work through and further information which may help you in this process.

This guide is in six sections:



RECRUIT

Follow these steps and you'll be on your way to recruiting the best person for your team.

1	DEFINE THE ROLE	<ul style="list-style-type: none"> Write the job description and set out the expectations of the role What characteristics would you like this person to have for your team? Click here for some examples. What skills, pre-requisites or qualifications do they need?
2	ADVERTISE AND SOURCE	<ul style="list-style-type: none"> Advertise your vacancy Use the MITO Job Hub, and other online channels such as Seek and Trade Me Jobs Word-of-mouth - share as widely as possible through your networks
3	SHORTLIST AND SCREEN	<ul style="list-style-type: none"> Once applications are received, review and shortlist applicants, select those you would like to meet Phone the shortlist and have a discussion with them from here you will gain further information on whether you would like to interview them Confirm interview with applicants and details around this
4	PREPARE	<ul style="list-style-type: none"> Prepare your interview questions. Be aware of what you can ask. Click here for guidance.
5	INTERVIEW	<ul style="list-style-type: none"> Interview applicants Use information from interviews, testing and CV to make your decision Conduct reference checks - at least two Refer to Appendix 1 for sample Interview questions
6	HIRING	<ul style="list-style-type: none"> Make your offer of employment to the successful candidate Send employment agreement for signing. Click here for further information on employment agreements
7	NOTIFY	<ul style="list-style-type: none"> Once your preferred candidate has accepted the role and returned the contract, notify unsuccessful applicants. Thank them for their interest in the role and that you won't be taking their application further Destroy unsuccessful applicant's information Keep the successful candidates interview notes, CV, and application letters on their file

INDUCTION

First impressions last. Now that you have recruited the best team member for the job, make the first days on the job a positive experience. This is key for retaining staff and maintaining a good work culture.

Keep the first day simple. Introduce your new team member to your business and the team and set expectations through an induction programme. These are important steps to helping them have a great start and understanding how they will contribute to the success of your business.

If you are unable to be there for your new employee's first day, please ensure you have someone else to manage the induction.

CREATING AN INDUCTION PLAN

From the start, your new team member should feel well supported and valued during their induction. A well-thought-out induction spread over the first few days will help them understand the purpose, function, and the tasks of the job so they can perform at their best.

What should I include?

Inductions are a great way to provide information on your organisation's history, values, culture, services offered, customers, staff policies, health and safety, procedures and expected behaviours. Please refer to Appendix 2 for more information on an Induction checklist.

MANAGE

Managing people is an extremely important role. Effective management is key to the success of any business. As a manager you are responsible for successfully leading your team by inspiring them to produce their best work for the business.

There are resources available to employers in New Zealand. If you need advice on any area of employment, consider contacting your industry association or [Employment New Zealand](#).

CREATING A GOOD WORK CULTURE

A positive work environment motivates staff and helps them to commit to the organisation. Working in a positive way with your employees helps to grow their performance and will increase employee engagement and help your organisation to achieve its goals.

DIVERSITY IN THE WORKPLACE

By managing diversity and developing an inclusive culture, your organisation will have the required tools for opportunities that deliver its purpose.

The main areas of Diversity are Race, Age, Origin, Gender, Sexual Orientation, Physical Ability. An inclusive culture will boost morale and engagement for employees which will benefit productivity and lower staff turnover this will also make employees feel more valued and accepted.

[Contact Diversity Works](#) for more information.

Businesses with disabled employees tend to be more productive, focussed, and loyal to the employer and business. They bring a perspective that can help transform an organisation's culture, client relationships and performance for the better.

[Click here](#) to see more information.

HEALTH AND SAFETY

Keeping your team members safe is a legal obligation for you as an employer. The Health and Safety at Work Act 2015 ensures everyone is responsible for creating a safe and healthy workplace. Read more about the [Health and Safety at Work Act](#). Remember, everyone is responsible for creating a safe and healthy workplace.

- 1. Know the risks** – risks to health and safety arise from people being exposed to hazards (anything that can cause harm). Common hazards include slips and falls, bullying and harassment, lifting heavy objects, handling chemicals, and more.
- 2. Make a plan** – address the most serious risks first. Your plan needs to describe how you can minimise the risks in your business. The plan will need to be updated regularly. You will also need to think about providing clear information and safe facilities for your employees.
- 3. Involve your workers** - your staff are in your business, and deal with risks you may not be aware of. You will be able to better deal with risks by involving them. It is also a legal requirement to involve your employees in health and safety in the workplace.



TIP

Visit [Worksafe New Zealand](#) for more information on health and safety and to find resources for your business.

TRAIN/MENTOR

An effective manager needs to also be an effective mentor. Providing advice and guidance as well as on-job training helps your staff grow their skills and improve their productivity.

As a mentor you will:

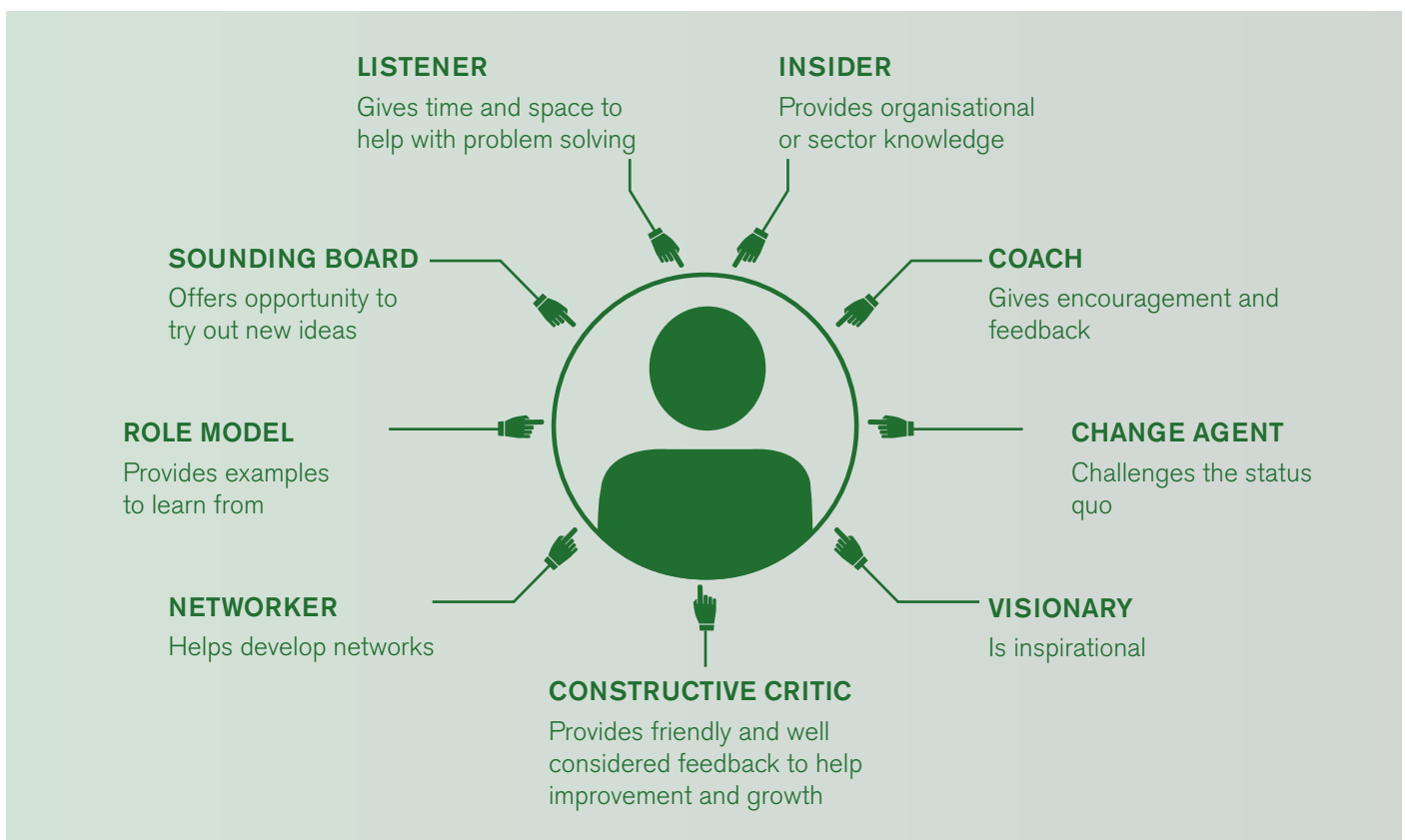
- Share your knowledge, experience, and offer career advice
- Take the lead
- Help with insight into potential areas for growth and improvement
- Develop career skills
- Ensure there is focus on the goals you expect

A GOOD MENTOR

- A good mentor is honest and encouraging and they are willing to offer constructive criticism
- A good mentor shares their experiences, gives their opinions, and encourages others to share their ideas.

A good mentor is approachable and willing to handle concerns while still maintaining a professional relationship. They will accept that individuals are at different stages of their career and may require some skill development and will support individuals to achieve the organisation and their own career goals.

Have a look at some of the key characteristics of a good mentor:



TIP

Talk to your MITO Training Advisor if you would like to learn more about involving an Industry Mentor. This is an initiative developed by MITO to support those engaged in a MITO programme.

REVIEW

PLANNING YOUR PERFORMANCE REVIEWS

Working in a positive way alongside your employees to grow their performance will increase employee engagement and will help your organisation to achieve its goals.

Employees are more productive if they know what they are required to do and receive regular feedback. This is done through regular catch ups and an annual performance review.

There is real value for employers and employees to agree on details such as:

- **Clear objectives and milestones** for the employee to achieve
- Whether there will be extra **reward or recognition** for exceeding them or going the extra mile
- **Regular catch-ups**, good communication and honest feedback
- **Training and development** that the employee needs, or would benefit from, and how that will be done
- Their **career goals** and how the employer might help the employee achieve them.

Here are some tips for planning your performance reviews:

1	PREPARE	<ul style="list-style-type: none"> ▪ Schedule a review ▪ Ask the employee to prepare their thoughts on their performance against their job description ▪ Refresh yourself on the job description ▪ *If there have been regular reviews through the year there should be no surprises and it should be more of a review for the employee
2	DISCUSS	<ul style="list-style-type: none"> ▪ Review the feedback together with your employee*Constructive Feedback is Valuable in a review ▪ Go over issues with performance and suggest room for improvement ▪ Agree on any future objectives ▪ Agree on any training and development that may be required to meet those objectives ▪ Provide positive feedback and recognise any achievements
3	REVIEW	<ul style="list-style-type: none"> ▪ Document the review with feedback ▪ Have a summary that you and the employee sign off ▪ Keep a copy of this on their personal file ▪ Agree the timeframe for the next formal review

FURTHER HELP

EXTERNAL RESOURCES

Industry Membership Association	Industry membership associations are there to support the business interests of their members. These associations are a great place to start when seeking advice and support.
Employment NZ	Is the Government's website on everything you need to know about your rights and responsibilities as an employer and your employee's right's. Learn about essential employment information through the free online Employment Learning Modules: employment.elearning.ac.nz
Worksafe NZ	This New Zealand's primary workplace health and safety regulator. Find out everything you need to know about health and safety in your workplace at their website: worksafe.govt.nz
ESOL	If you have employees where English is their second language, consider getting in touch with English Language Partners New Zealand. Having your staff being able to communicate well brings productivity to your business. English Language Partners have resources available to help your people to work well. They also provide tuition for migrant staff who need to improve their communication in the English language. For further information, please visit: englishlanguage.org.nz
Skills Highway	Has been established to help employers learn how literacy and numeracy training can help them to improve business performance. This website provides tools and resources to support workplace literacy and numeracy: skillshighway.govt.nz
Pathways Awarua	Pathways Awarua is developed by the Tertiary Education Commission to support adult and young adult learners to strengthen their literacy and numeracy skills in contexts that are relevant to New Zealanders. There are six learner pathways that they focus on: Numeracy, Reading, Writing, Listening, Number facts, WordFit (vocabulary) pathwaysawarua.com

FURTHER HELP

MITO RESOURCES

Literacy and Numeracy	<p>Workplace literacy and numeracy understanding is central for your employees to operate in the workplace confidently and contribute to the success of your business.</p> <p>If you have an employee who is on a MITO programme who you think may require additional assistance in Literacy and Numeracy, have a conversation with your MITO Training Advisor who will be able to ensure your employee has adequate support in the workplace to complete their training.</p>
Off-Job Training	<p>This is a great way for MITO learners to receive additional support for workplace learning, including assistance with their theory assignments. Options include sending your employees on block courses, day releases, evening classes and specialty industry-based courses. If you have an employee who is enrolled in a MITO programme, and you would like to learn more about options, please contact your MITO Training Advisor.</p>
Loan Devices	<p>MITO currently have 600 chrome devices which are available to all learners on request through our Learning Support programme while they are doing a current training programme. We also have 20 C-Pen Readers for our Dyslexia learners who may need additional support during their qualification.</p>
Mentors	<p>MITO also have Industry Mentors around the country which are available to our learners for additional support.</p>
Kaiwhakamanawa Mentoring	<p>MITO currently have Kaiwhakamanawa (Iwi) Mentors which currently cover a range of areas across New Zealand.</p>
Pasifika Mentoring	<p>MITO provides Pasifika mentoring to learners in the Auckland and Bay of Plenty region.</p>
Study Hubs	<p>Study Hubs are for all learners on a current training programme. They will guide a learner through the purpose and outcomes of what is expected during the programme. Including areas such as how to gain credits, gather evidence, upload material, and have questions answered. They will also walk you through your first online assessment.</p>
Vitae Counselling Services	<p>MITO is now able to offer free confidential counselling services to current learners through a provider called Vitae 0508 664 981 or vitae.co.nz for more information</p>

MENTAL HEALTH AND OTHER GUIDANCE FOR EMPLOYERS

SUPPORT	WHERE TO FIND INFORMATION
Phonelines e.g. Lifeline, Samaritans	Further helplines on www.mentalhealth.org.nz/helplines Need to Talk - text 1737
Whakarongorau NZ	www.whakarongorau.nz/telehealth-services NZ Telehealth operates phone counselling for the govt. Free 24/7
Business Mentors	www.businessmentors.org.nz Mentors are reporting a huge increase in just being a listener at present
Mental Health & Wellbeing support articles & links to resources	www.business.govt.nz/risks-and-operations/health-and-safety/mental-health-and-wellbeing-support Website updated regularly, great tips for employers and sole traders
Mental Health Foundation	www.mentalhealth.org.nz Free resources and articles to help people flourish
Mental Health and Well Being Support	www.business.govt.nz/risks-and-operations/health-and-safety/mental-health-and-wellbeing-support Provides a wealth of information, resources, and support
Health and Safety Tool Kit	www.worksafe.govt.nz/managing-health-and-safety/what-resources-are-available-to-help Provide free resources and support
Groov free app	www.groovnow.com/nz/home (Sir John Kirwan) General advice, workplaces specific support, podcasts, or blog articles
Depression.org supporting someone at work	www.depression.org.nz/help-someone-at-work/ Things you could do to help, tips on how to start a conversation, and what next
Xero free resources for businesses	www.xero.com/nz/resources/the-check-in/ Free resources for download. Step by step approach to check on your team
The Effect	www.theeffect.co.nz/about Business support with mental wellbeing of their staff includes Mental Health for leaders, Introduction to Mental Health, Resilience
Blueprint webinars	www.blueprint.co.nz/workshops/ Mental Health 101 webinar and others
Work Counts (Worried about work guidance)	www.workcounts.co.nz/library/worried-about-work-employment-support-during-covid-19/ Resource for anyone providing employment support in New Zealand during the pandemic. Includes: supporting people's physical, mental and addiction needs, making new claims or amend an existing claim for financial support, employee rights during the pandemic, vaccinations and face masks, workplace health and safety practices in relation to COVID-19
EAP Services	www.eapservices.co.nz/services-nga-ratonga/employee-assistance-programme/ Provides practical guidance and assistance to employees

APPENDIX 1: SAMPLE INTERVIEW QUESTIONS

Having a set of prepared interview questions that are designed to let the applicant talk is important to ensure you learn more about an applicant's background, their experience, competencies and how they will fit within your organisation.

Asking all applicants, the same set of questions allows a fairer process where every applicant receives an equal opportunity to shine.

These are sample questions for an interview:

<p>INTRODUCTIONS</p>	<ul style="list-style-type: none"> ▪ Introduce the interviewer(s), their role and ensure you make the applicant as comfortable as possible.
<p>INTEREST</p>	<ul style="list-style-type: none"> ▪ Why are you interest in the role? ▪ How do you see yourself fitting into the role? ▪ Do you have an interest?
<p>SKILLS</p>	<ul style="list-style-type: none"> ▪ Describe your strengths and weakness where you feel you may need more development ▪ Tell me about a time that you were proactive in finding a solution to a problem ▪ What are the most important elements to Customer Service, can you give me an example of when you delivered quality customer service ▪ Can you give me an example of when you were proactive in showing initiative in the workplace? ▪ Feedback is important to continuous improvement. How do you respond constructive feedback
<p>PEOPLE</p>	<ul style="list-style-type: none"> ▪ What are the best attributes of an exceptional employee? ▪ How do you deal with Stress? ▪ Has COVID had an impact on your life and how you deal with things now?
<p>ORGANISATIONAL FIT</p>	<ul style="list-style-type: none"> ▪ What are your values? ▪ What do you know about us? ▪ If required, are you able to work from home/would you need support for this
<p>QUESTIONS</p>	<ul style="list-style-type: none"> ▪ Do you have any questions for us?
<p>PROCESS</p>	<ul style="list-style-type: none"> ▪ Thank them for their attendance and outline the next steps and any possible testing that may be required.

APPENDIX 2: INDUCTION CHECKLIST

Below is an induction checklist template you can use to ensure your new employee has been provided with the key information for them to start their job.

The employer confirms they have gone through the below aspects of the Induction Checklist with their new employee:

OFFICE FUNCTION	
<input type="checkbox"/>	FACILITIES/HEALTH AND SAFETY <ul style="list-style-type: none">▪ Provided a tour of workplace▪ Show the sign in/out processes, access cards▪ Shown their work area and where the kitchen, bathroom facilities and exit points are▪ Provide a full health and safety briefing covering the evacuation plan, hazards or risks, reporting hazards as well as ways to eliminate and minimise them as well as covering any COVID requirements if required
<input type="checkbox"/>	TEAM INTRO/COMMUNICATIONS <ul style="list-style-type: none">▪ Introductions to their team▪ Assigned a workplace buddy who can answer day-to-day questions and help them to settle into the role▪ Shown how to log into relevant IT systems, set up their phone voicemail, and email. Ensure they feel comfortable in their workspace and know who to go to if they need help
<input type="checkbox"/>	TOOLS & EQUIPMENT <ul style="list-style-type: none">▪ Shown the safety equipment and other tools needed to do their job and instructed on their use. Even if they have seen the equipment before, ask to see their certificates/licences (where relevant) and check safe use
PERSONAL	
<input type="checkbox"/>	EMPLOYEE BENEFITS/ TRAINING/REVIEW/HOW TO RESOLVE <ul style="list-style-type: none">▪ Received an outline of staff benefits including welfare (e.g. employee assistance programme), recreational (e.g. social clubs and teams), financial (e.g. staff discounts, health insurance)▪ Cover any reward and recognition schemes and performance and pay review plans▪ Outline the necessary or appropriate training that the employee can expect to. As part of this process, sign them up to a MITO training programme if relevant▪ Agree performance expectations and the process for giving feedback and reviewing performance
<input type="checkbox"/>	FORMS/CONTACT DETAILS/HOURS OF WORK/ ADDITIONAL NEEDS <ul style="list-style-type: none">▪ Provide forms and documentation for completion, such as payroll, tax, Kiwisaver, IT and emergency contact details▪ The employee has advised the employer of any special medical or learning needs they may have. This will be kept on their personal file and the Health and Safety rep advised.

Employer Name: _____ Date: _____

Signature: _____

Employee Name: _____ Date: _____

Signature: _____

SAMPLE