

Typically, the staff member with the delegated authority for making the appointment is responsible for appointing the selection panel and is referred to as the Chair. The recruitment team are available to provide guidance relevant to the particular vacancy.

The functions of the selection panel are:

- ✘ Shortlisting
- ✘ Interviewing
- ✘ Reference checking
- ✘ Recommending a preferred candidate for appointment

When selecting the panel, the Chair should take into account the expertise required, equity and the need to consult with relevant stakeholders or interested groups. Consideration should be given to the following:

- ✘ Panel size: find a balance between ensuring an appropriate panel representation for the type of vacancy, whilst appreciating that a large panel creates a more formal, intimidating environment that can inhibit candidates from responding naturally. For less senior roles, a maximum panel of three is recommended.
- ✘ Equity: where practicable, the selection panel should reflect an appropriate equity balance in keeping with candidates attending interview.
- ✘ Panel expertise: consider an appropriate knowledge and skills mix when forming the panel. If specialised knowledge is required e.g. finance, ICT, Māori or Pacific Islands culture, ensure at least one panel member has expertise in this area.
- ✘ Key relationships: if the role interacts with particular University departments or groups, consider inviting a representative to join the panel.

The Chair is also responsible for ensuring the panel members have the appropriate skills and awareness of their obligations during the recruitment process. Panel members should:

- ✘ Be fully briefed about the position, its requirements and the selection criteria.
- ✘ Ensure the privacy and confidentiality of candidates and the process are maintained.
- ✘ Be aware of the risk of unfair discrimination in the process, which has both legal implications and consequences for the diversity of the University.
- ✘ Declare any conflict of interest to the panel Chair.

If panel members are new to recruitment or would like to refresh their skills or knowledge, the recruitment team can provide a variety of opportunities and resources.

## The Role of the Panel Chair

The panel Chair is responsible for ensuring the selection process is: appropriate for the position; fair and equitable; and designed to clearly identify the most suitable candidates. This will include:

- ✘ Ensuring that candidate enquiries are dealt with appropriately.
- ✘ Facilitating the short listing process and recording the reasons for decisions.
- ✘ Managing the interview process.
- ✘ Assigning topics to be covered by each panel member during the interview.
- ✘ Welcoming the candidate and introducing all the members of the panel.
- ✘ Facilitating questioning, ensuring continuity and time management.
- ✘ Recording and summarising initial panel feedback.
- ✘ Facilitating the decision making process and ensuring every effort is made to reach a unanimous decision.
- ✘ Recording final panel decisions.
- ✘ Seek approval for the appointment of the recommended candidate in accordance with the University's specified appointment delegations.
- ✘ Ensuring that records of recruitment decisions, including shortlisting and interview notes, are stored securely for 12 months then confidentially destroyed.

## Conflict of Interest

It is inappropriate for a close relative or personal friend of a candidate to be involved in the recruitment process. Any such conflict of interest must be declared by the panel member immediately. If a panel member has a family relationship, friendship or other form of relationship, positive or negative, with one or more of the applicants they should disclose this information to the Chair before the short listing and interview process begins.

The Chair will decide if it is appropriate for the panel member to be part of the selection process. If they continue in the selection process, the panel should be made aware of the situation and the opinion of the panel member involved should be canvassed last, to avoid any impression of conflict of interest.

To protect the independence of the process, it is inappropriate for any person who has been nominated as a referee for an applicant to continue to act on a selection panel unless all members of the panel are aware of the position and the relationship to the candidate.