










## SECTION 4: THE WORKERS

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This section covers everything you need to know about finding, hiring and preparing for Workers, both paid and unpaid.

## THINGS TO CONSIDER WHEN TAKING ON STAFF...

- Recruitment of paid Workers is the responsibility of the Committee, in consultation with the Co-ordinator when applicable
- A recruitment policy ensures a fair and effective process will be used when advertising for, selecting and hiring staff
- Employment contracts are processes of negotiation
- Always ensure job descriptions are defined before recruitment starts
- If possible have a handover period with the previous and new Worker. This will help the new Worker to settle in
- Give new staff time to settle into their positions. The more orientation and support they receive the better
- Hiring a new Worker is not a 'quick fix' - they cannot be expected to solve all the organisation's problems
- Volunteers are valuable too and have as much right to orientation, training, support and meaningful work as paid staff
- Before taking on volunteers ensure you have adequate reason to do so and the necessary resources including people and time to manage your volunteers.



- For more information on recruitment and appointment contact Employment Relations Infoline 0800 800 863

## **WORKING WITH VOLUNTEERS**

Most community groups are dependent on volunteers for their establishment and operation. Volunteers are just as important and valuable as paid Workers and have essentially the same rights and responsibilities.

A Volunteer Contract can be a useful way to ensure everyone is clear on what they are agreeing to in volunteering and what the organisation agrees to provide in return.

### **WHAT MIGHT I NEED AS A VOLUNTEER?**

- A Job description or clear guidelines as to my duties
- A recognised role in the organisation
- To be well informed of the commitment I am making
- A Contract
- Reimbursement of my expenses
- Reward and recognition
- To be included in decision-making
- Support and Supervision
- Training
- To feel valued
- To be clear about my rights and responsibilities
- The chance to challenge and develop myself
- To contribute constructively to the organisation.

## RECRUITMENT AND APPOINTMENT POLICY

**Rationale:** Persons being employed by this organisation must be competent and suitable for the position

**Purpose:**

1. To ensure all applicants for positions are treated fairly taking into account Equal Employment Opportunities principles
2. To ensure the decision for appointment is made in the best interests of this organisation.

**Procedures:**

1. When a position becomes available it is advertised in at least one local newspaper and in other appropriate publications and places
2. The advertisement includes an application deadline, a job description and contact details for more information
3. Applicants are sent job descriptions and application forms as soon as requested
4. An appointment team is chosen, made up of members of the current Committee and/or staff. It will be formed on the basis of the interest group the position is to serve and be representative of this group
5. Committee Secretary will acknowledge receipt of applications by letter
6. At the closing date copies of applications will be given to each appointment team member for reading
7. The team will shortlist preferred applicants and conduct referee and police checks. The Secretary will contact applicants to arrange interview times
8. The interviews are carried out by the same two to three members of the appointment team. A support person(s) may accompany the applicant. The interview consists of the same questions for each applicant.
9. The successful applicant is chosen by all members of the appointment team on the basis of the best person for the position.
10. The successful applicant is notified by phone and the appointment confirmed in writing. Unsuccessful applicants should be notified as soon as possible in writing
11. Should there be no suitable applicants the position is readvertised.

**Review:** This policy is to be reviewed annually by the governing Committee.

## POSITION VACANCY ADVERTISEMENT

**Community Centre**

**Youth Co-ordinator**

A full-time position is available for a Youth Co-ordinator to start in August 2002

The position covers the Hutt City area and is responsible for providing life skills programmes to young people and families.

It is essential that applicants have experience in youth and/or community work, knowledge of Te Reo, Tikanga Maori and excellent communication skills.

***This is a contract position for two years.***

ABC Community Centre is a community organisation committed to providing quality programmes and support to the Hutt City community.

Further information, copy of the job description and application form can be obtained from:

The Chairperson  
ABC Community Centre  
PO Box 1234  
Downtown  
Phone: 570 5555

Applications close June 15.

**APPLICATION FOR VACANCY FORM  
COMMUNITY CENTRE**

Position applied for: \_\_\_\_\_

**PERSONAL INFORMATION**

Surname or Family name: \_\_\_\_\_ Given name: \_\_\_\_\_

Address: \_\_\_\_\_

Email address: \_\_\_\_\_

Telephone: Day: \_\_\_\_\_ Night: \_\_\_\_\_ Mobile: \_\_\_\_\_

**GENERAL INFORMATION**

Are you a New Zealand citizen, or do you have permanent resident status in New Zealand? **Yes/No**

Do you have a valid work permit? **Yes/No**

Have you had an injury or any medical condition that may be aggravated by or affect your ability to perform the duties of the position? **Yes/No**

If yes, please detail:

\_\_\_\_\_

Have you been convicted of any legal offences against the law? **Yes/No**  
If yes please detail type and date of offence:

\_\_\_\_\_

Do you have a current driver's license? **Yes/No**

Do you agree to the referees you have provided being contacted to discuss your application? **Yes/No**

Do you agree to security checks on any criminal conviction(s) being carried out? **Yes/No**

I declare to the best of my knowledge the answers to the questions in this application are correct. I understand that if any false information is given, or material fact suppressed, I may not be accepted, or if I am employed, I may be dismissed.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Please complete this form and send with a copy of your *Curriculum Vitae* and the contact details for at least two referees to: The Secretary  
PO Box 1234  
Hutt City

# CHECKLIST FOR CONDUCTING INTERVIEWS

## Before the interview

- All applicants are given the option to bring whanau or support people
- The interview room is quiet and comfortable
- There are enough chairs, appropriately arranged
- There are tables available if needed
- The sun will not be shining in any applicant's face
- The phones have been diverted and cell phones are turned off
- Others in the building know an interview is taking place
- There is someone to greet applicants as they arrive
- There is tea/coffee/water available for the applicants and interviewers.

## During the interview

- All applicants are treated the same, and with respect
- The Co-ordinator outlines the interview process, introduces everyone and explains their reason for being on the interview panel
- At the end of the interview the applicant is given the opportunity to ask questions or to raise anything not already discussed
- The applicant is told an approximate date when they will be notified of the outcome and thanked for coming

## Interview Questions

- Ask open questions
- Ask about actual experiences - "Tell me about a time when you....?"
- Include questions designed to test attitudes – "What would you do if?"
- Keep an open mind
- Look for experience that may have been gained in a broad range of areas e.g. parenting and volunteer roles as well as paid roles
- Interviews that become a discussion of relevant issues are often better at gauging attitudes than direct question-answer sessions
- Be aware of what questions you are not allowed to legally ask.



**Contact Employment Relations Infoline 0800 800 863 for more information.**

## CRITICAL FACTORS



Critical Factors provides a way to make sure you are consistent and fair in your judgments of each applicant

1. From the person specifications in the job description identify the critical factors for the position
2. Design your questions to assess these factors
3. Give each factor a weighting out of five according to how important it is for the job. For example “communications skills” may be essential and so has a weighting of five while “experience with youth” is not so important and so has a weighting of three
4. During the interviews rate each applicant on each critical factor i.e. from one to five
5. Multiply the applicant’s score on each factor by its weighting and calculate the total score

The process sounds more complicated than it is!  
Here is an example chart to make it clearer.

### CRITICAL FACTORS CHART

**POSITION:**  
**Applicant**

Centre Co-ordinator  
A. Smith

<b>Critical Factor</b>	<b>Factor Weighting (out of 5)</b>	<b>Applicants Score (out of 5)</b>	<b>Total</b>
Experience in community work	4	2	8
Communication skills	5	4	20
Ability to handle conflict	5	3	15
Organising skills	4	5	20
Problem solving skills	3	5	15
		<b><u>Total</u></b>	<b><u>78</u></b>

## SOME SUGGESTED INTERVIEW QUESTIONS

### ➤ ICE BREAKERS

- What attracted you to this job?
- Tell us what you think your greatest strengths are?
- What are your weaknesses?
- What are your long-term goals and objectives?
- What do you value in a workplace?

### ➤ BASIC QUESTION FORMATS

**Ask for examples of their previous experience e.g.**

- Tell us about a time when you had to resolve a conflict situation.
- Describe a time when you had to deal with a problem. How did you approach it?
- Give us an example of a project you have successfully managed in the past? What were the key factors leading to its success?
- Now tell us about one that was not so successful, and what the key factors were that led to this.
- Would you consider yourself able to work well within a team or do you prefer to work independently? Explain your answer, and give us some examples.
- Tell us about a time when you were completely over your head with work on a particular project and how you dealt with it.

Describe a task of the job then ask the applicant how they would carry it out, or how they think they would handle it. For example:

- This job involves working with a diverse range of people. Can you tell us what experiences and skills you have that would enable you to do this?
- In this position there are often deadlines to meet for example with funding applications. Explain how you prioritise your work.

You also need to check the applicant has the basic skills needed, and that they are aware of and comfortable with any potentially problematic conditions of the job. For example:

- Do you have experience using Microsoft Word?
- Do you have a current First Aid Certificate?
- Are you comfortable working some evenings and weekends?
- Are you comfortable undertaking some cleaning duties?

## **SAMPLE ACCEPTANCE LETTER**

Date

Dear Applicant One

I am pleased to be able to offer you the position of \_\_\_\_\_ with the Downtown Community Centre. Please find enclosed a copy of your Contract. I will be contacting you to arrange a suitable time to discuss the Contract further.

Yours sincerely

**Chairperson**  
**Downtown Community Centre**

## **SAMPLE REJECTION LETTER**

Date

Dear Applicant Two

I am sorry to advise you that your application for the position of \_\_\_\_\_ with the Downtown Community Centre has been unsuccessful. Thank you for your interest in working with us.

Yours sincerely

Chairperson  
Downtown Community Centre

## EMPLOYMENT CONTRACTS

Below is an example of an individual Employment Contract that should be attached to a letter of offer, which includes the option for negotiation of terms

**Any paid Worker employed by the organisation must have an Employment Contract, which meets the minimum requirements as set out in the Employment Relation Contracts Act.**



Refer to the Department of Labour *Employment Rights* booklet at the back of this kit for more information on employment contracts, employer rights and responsibilities.

### Terms of Employment

<b>Term of Contract:</b>	This contract will start 1 July 2002 and is a permanent contract.
<b>The Work:</b>	Co-ordinating the day-to-day management of the Downtown Community Centre as set out in the attached job description.
<b>Place of Work:</b>	The Downtown Community Centre
<b>Hours of Work:</b>	9am to 4pm, Monday to Friday. Additional hours may be required. This will be negotiated between the employer and employee.
<b>Wages:</b>	\$20,000 per annum to be paid fortnightly on Thursdays. Salary may be reviewed after a 12-month period.

<b>Holidays and Leave:</b>	<p>These will be as set out in the Holidays Act 1981. In summary the Holidays Act entitles the employee to:</p> <p>Three weeks annual leave per year after one year of service with the employer, 11 paid statutory holidays per year when these fall on a day the employee would normally work. If the employee works on the statutory holiday, the employee will receive a paid replacement day off on a day agreed between the employer and the employee;</p> <p>Five days special leave per year after six months of service with the employer. This special leave can be used where the employee is sick, or to look after a sick relative, or for bereavement.</p>
<b>Other entitlements:</b>	The employee is entitled to benefits set out in any other relevant employment related legislation.
<b>Termination:</b>	Either party may terminate this employment agreement by giving four weeks notice to the other party. In the event this agreement is terminated by the employer for redundancy, the employee shall be paid redundancy compensation, in addition to the four weeks notice equivalent to six weeks pay.
<b>Personal Dispute and Grievance Procedures:</b>	<p>In the case of a grievance or dispute of an employee arising, the employee will first discuss the grievance/dispute with their Manager/Supervisor.</p> <p>If the problem is not resolved the employee will provide a written grievance/dispute to the Committee.</p>

The Manager/Supervisor will provide a written response to the grievance/dispute. The Committee will meet with both parties to resolve the matter. If necessary an independent mediator will be involved.

If the Committee the employee or employer cannot resolve a grievance or dispute have the right to contact the Employment Tribunal.

**Signed by:**

Member One.....

Employee One.....

**Committee Chairperson**

**Co-ordinator**

Date: .....

Date: .....

**EMPLOYMENT AGREEMENTS MUST INCLUDE  
A PROBLEM-SOLVING PROCEDURE**

For more information contact:



Employment Relations Infoline 0800 800 863

Human rights Commission Infoline 0800 496 877

## VOLUNTEER CONTRACT

To promote excellence in service and maximise the quality of my experience as a volunteer, I will:

- Recognise my own motives for being a volunteer and ensure the organisation is aware of these
- Seek work opportunities appropriate to my skills and interests
- Be committed to giving high quality service
- Consider opportunities for job training and personal development
- Carry out all work I agree to do responsibly and ethically
- Speak out about any concerns that might affect my work relationships or quality of service
- See myself as a valued team member with the right to contribute to decisions that affect my work
- Value and support other team members.

**Signed:** \_\_\_\_\_ (*Volunteer*)      **Date:** \_\_\_\_\_

To promote excellence in service and maximise the quality of volunteers' experience, this organisation will:

- Empower our volunteers to meet their own and the organisation's needs
- Offer volunteers work opportunities appropriate to their skills, experience and aspirations
- Provide volunteers with clear duty statements and orientation to their work and the organisation
- Offer training and support for volunteers to achieve personal and work goals
- Implement procedures to safeguard volunteer safety and well-being
- Offer re-imbursement to cover out-of-pocket expenses
- Recognise volunteers as valued team members with opportunities to participate in relevant organisation decisions
- Provide mechanisms to acknowledge contributions made by volunteers

**Signed:** \_\_\_\_\_ (*Chairperson*)      **Date:** \_\_\_\_\_

## COMMITTEE MEMBER CONTRACT

To be an effective Committee member I agree to:

1. Accept the responsibility of my position as a Committee member as set out in the Constitution
2. Support the philosophy, values, aims and policy of this organisation
3. Allocate sufficient time to my role as Committee member including adequate preparation for meetings
4. Act in the best interests of the members of this organisation as their elected representative
5. Fulfill my role as a good employer of paid and unpaid Workers of this organisation
6. Adhere to established and agreed communication channels and respect those with formal leadership roles
7. Adhere to the policies and procedures of the organisation and help others adhere to them
8. Keep confidential any information divulged in Committee meetings or as part of Committee business and not discuss Committee business outside of the Centre

**Signed:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## WRITING JOB DESCRIPTIONS

Below is the basic outline for a job description. Following this are some examples of actual job descriptions for both paid and volunteer positions.

**Name of Organisation:**

**Position title:**

**Location:**

**Salary Range:**

**Responsible to:** *the Supervisor/Manager that the position reports to*

**Responsible for:** *name of any positions that will report to this position and any monetary/budget responsibility*

**Working Relationships:** *names of people/organisations the Worker will have relationships with*

**Purpose of Position:** *1-3 sentence summary of the position*

**Services Provided:** *3-4 services of the organisation that the Worker will be working to help the organisation provide. (You should be able to use information from your annual plan)*

**Key Tasks:** *the central tasks to be carried out by the Worker (You may want to split this into sections relating to each service provided)*

**Key Results:** *a statement about measuring the performance of the person doing the job regarding the delivery of the services listed above rather than the key tasks*

**Ideal Person Specification:** *the qualities, experiences and qualifications required and/or desirable for the position*

**Job description approved by:**

**Signature:**

**Date:**

## **DOWNTOWN COMMUNITY CENTRE**

### **JOB DESCRIPTION**

<b>Position title:</b>	Co-ordinator
<b>Location:</b>	Downtown Community Centre
<b>Salary Range:</b>	
<b>Responsible to:</b>	Governance Committee
<b>Responsible for:</b>	Youth Worker Administration Assistant Volunteers
<b>Working Relationships:</b>	Youth Worker, Administration Assistant, Centre Volunteers, Programme Tutors/Presenters, Centre Committee, Downtown City Council Community Development Team, other Community Centre Co-ordinators, local community organisations and services

#### **Purpose of the Position:**

- To co-ordinate the day-to-day management of the Community Centre
- Ensure the Centre is operated according to the Constitution and policies
- Co-ordinate the effective use of the Community Centre as a resource for the Downtown Community.

#### **Services Provided:**

- Provide access to social activities and services that are meaningful to individuals and groups in the Downtown community
- Ensure the Society is run according to the Society's Code of Ethics and Constitution
- Ensure the Centre is viewed as a worthwhile organisation working for the common good of the Downtown community.

#### **KEY TASKS**

- Oversee and manage all activities including administration tasks and the operation of the Centre on a day-to-day basis
- Assist members of the community, individuals and groups, with information and refer them to other, more appropriate community services and groups
- Develop new programmes and activities for the Community Centre
- Manage the facilities hiring process

- Prepare all financial accounts including all wages, tax returns, monthly income, expenditure statements, the annual statement of financial position and annual budget
- Prepare yearly balances ready for audit
- Assist the Committee in preparation of funding applications
- Liaise and help user groups
- Prepare reports including annual report, Manager's report, financial reports, Minutes, pamphlets and newsletters
- Attend management meetings
- Responsible for recruiting and managing paid staff and volunteers
- Develop and maintain community networks that support social services, community groups and awareness of community needs
- Liaise with Downtown City Council and other Community Centre Co-ordinators
- Manage public relations and promotions.

### **KEY RESULTS:**

- Effective and efficient operation of Community Centre activities and staff
- The Community Centre is adequately resourced, funded and utilised
- The Community Centre is adequately staffed and follows good employment practice
- The Community is aware of the Community Centre and its availability
- Users feel welcome to visit and use facilities and resources.

### **PERSON SPECIFICATIONS:**

- Ability to relate to a diverse range of people
- Well organised
- Computer literacy
- Demonstrated commitment to the Treaty of Waitangi
- Ability to exercise integrity and high ethical values
- Experience in community work
- Good communication skills, both oral and written
- Knowledge of accounting and financial procedures
- Must have proven ability to work independently and as a team player
- Public relations skills
- Demonstrated commitment to providing a quality service.

## **DOWNTOWN COMMUNITY CENTRE**

### **JOB DESCRIPTION**

<b>Position title:</b>	Youth Group Co-ordinator
<b>Location:</b>	Downtown Community Centre
<b>Salary range:</b>	
<b>Responsible to:</b>	Centre Co-ordinator
<b>Responsible for:</b>	N/A
<b>Working Relationships:</b>	Youth Group members, Centre Co-ordinator, Management Committee, other local youth services

#### **Purpose of the Position:**

- Co-ordinate the Youth Group and the activities of the youth Workers
- Recruit and encourage youth group members
- Ensure the youth group is well advertised and promoted.

#### **Services Provided:**

- Provide access to social activities and services that are meaningful to individuals and groups in the Downtown community
- Provision of quality youth services to the Downtown community

#### **Key Tasks:**

- Set youth Committee meeting dates and oversee running of meetings including setting agenda, giving notice and promptly producing accurate Minutes
- Recruit and employ suitable youth Workers
- Provide job descriptions and employee agreements for youth Workers
- Provide training for youth Workers on the job
- Liaise with other Youth service providers and the wider community in meeting the needs of local youth
- Liaise and regularly communicate with the Committee of the Downtown Community Centre and attend all Committee meetings
- Encourage youth Workers to attend appropriate training provided by external organisations
- Organise a regular social event for local youth in accordance with their needs
- Promote and advertise the Youth Committee and its activities
- Public relations

- Ensure funds are maintained through fundraising and applying to appropriate funding organisations

### **Key Results**

- Youth input at Committee level is maintained (approximate ratio of 50% youth, 50% adults)
- Youth develop skills that include; planning, organising and advertising
- Youth will be well informed of meeting dates and special events and/or entertainment.

### **Ideal Person Specification:**

- Experience working with youth
- Able to work with a diverse range of people
- Well organised
- Experience in public relations and promotions
- Friendly and approachable
- Reliable and responsible.

## CHAIRPERSON ROLE DESCRIPTION

The Chairperson's role is to maximize the skills and contributions of the Committee, facilitate the meeting process, delegate tasks and responsibilities appropriately and oversee the effective management of the organisation.

While the Chairperson is responsible for overall operation of the organisation, their role is often co-ordination rather than actually performing the tasks.

### Key Tasks

- Ensure the organisation is meeting its requirements as an Incorporated Society and requirements of funding agencies and according to New Zealand law in particular Employment, Health and Safety, and Human Rights legislation
- Supervise the running of the Committee as set out in the Constitution
- Chair all monthly Committee meetings
- Co-ordinate the Annual General Meeting
- Co-ordinate the timely preparation of reports, budgets and plans including six-monthly reports, Annual reports, Annual plan and Annual budget
- Co-ordinate the preparation of funding applications
- Co-ordinate employment of any paid Workers including preparation of an employment contract and regular performance reviews
- Ensure all expenditure of funds is appropriate and accounted for
- Co-ordinate regular policy review
- Co-ordinate regular performance reviews of the Committee
- Responsible for the co-ordination of any Personal Dispute or Grievance Claim proceedings
- Responsible for attending public functions as representative of the organisation
- Conduct public relations and promotional functions as needed.

## Person Specification

- Excellent interpersonal communication skills
- Able to work with a diverse range of people
- Able to handle conflict situations
- Excellent team work skills
- Able to delegate responsibility
- Reliable, trust worthy and conscientious
- Well organised and punctual
- Experience in facilitating meetings is an advantage.

## Average Time Commitment (per month)

Monthly Committee meetings	2 hours
Regular support meetings with paid Workers	2 hours
General	8 hours
<b>Total</b>	<b>12 hours</b>

## SECRETARY ROLE DESCRIPTION

The Secretary's job is often the most demanding and time consuming of the Committee roles, and is also one of the most vital.

### Key Tasks

- Collect, open and appropriately distribute all incoming mail
- Record all incoming and outgoing correspondence
- Ensure all correspondence is actioned promptly
- Maintain a filing system for correspondence and records
- Maintain a membership list
- Prepare newsletters
- Attend to all phone queries
- Prepare funding applications in consultation with the Committee and staff
- Organise Committee meeting times and venue and inform those who will be attending
- Pre-arrange meeting agenda in consultation with Chairperson and Committee members
- Circulate Minutes of previous meeting and agenda of forthcoming meeting if possible
- Take Committee meeting Minutes, transcribe them and distribute to Committee members as soon as possible
- Action correspondence arising from the meeting
- Other duties as requested by the Committee.

### Person Specification

- Organised and a good record keeper
- Experienced in written correspondence
- Able to take accurate Minutes of meetings
- An excellent communicator

- Able to plan and prioritise workloads
- Able to keep to deadlines
- Willing to respond to demands from meetings and other Committee members
- Attentive to detail.

**Average Time Commitment (per month)**

Monthly Committee meetings	2 hours
General tasks	8 hours
<b>Total</b>	<b>10 hours</b>

## TREASURER ROLE DESCRIPTION

The Treasurer is responsible for carrying out financial management which includes ensuring others adhere to policies and procedures of the organisation. The Treasurer acts in accordance with the decisions of the Committee on financial matters and works in conjunction with the Committee in the preparation of budgets and financial reports.

### Key Tasks

- Ensure all monies received are receipted and banked
- Maintain a petty cash system
- Ensure all accounts are paid by due date
- Keep accurate record of all financial transactions with an up to date balance
- Ensure the financial statements are ready for auditing at the end of the financial year
- Present a financial statement at monthly Committee meetings and ensure Committee members understand them
- Oversee payments to staff members
- Keep records of all leave taken by staff including; annual leave, sick leave, unspecified leave and time in lieu
- Prepare budgets
- Manage finances and investments
- Register for GST if appropriate
- Prepare GST returns
- Prepare PAYE monthly and annual returns
- Prepare ACC annual returns
- Liaise with Bank to ensure best management of organisation's accounts
- Advise Committee of financial matters and budgetary constraints
- Ensure equipment is insured and maintain an asset register if appropriate

- Be aware of staff subsidies as available
- Be aware of and investigate funding sources available
- Prepare funding applications in consultation with the Committee.

**Person Specification**

- Experience dealing with accounts, auditing procedures and taxation issues
- Reliable and trustworthy
- Organised and attentive to detail
- Able to meet deadlines and respond promptly to requests.

**Average time commitment (per month)**

Monthly Committee Meetings	2 hours
General Tasks	6 hours
<b>Total</b>	<b>8 hours</b>