



Hiring Staff Toolkit

**A guide to becoming an
employer and managing
the employee lifecycle**



Overview

Employing staff can be a great move if your organisation/club is growing and can afford it.

As an employer, you will need to be clear about the position(s) you want to hire, the skills required and the amount (or the range) you are willing to pay for their salary/wage. This toolkit is a general guide to hiring and managing staff with helpful links to available resources.



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The Purpose

Auckland is a complex multi-cultural environment with many challenges and unparalleled opportunities to increase and sustain participation in sport and recreation. The purpose of this generic hiring staff toolkit is to provide an overview that will assist your organisation/club with becoming an employer. It can be utilised as each organisation/club sees relevant.

For more specific and detailed employment-related information, please visit the following:

- [Ministry of Business, Innovation and Employment >](#)
- [Employment New Zealand >](#)
- [Employment New Zealand Learning Modules >](#)

[Sport New Zealand has useful resources and information related to people management >](#)

Deciding to hire

If after speaking with your committee/ board and team of volunteers, you have determined that:

- your organisation/club has reached capacity;
- your organisation/club is experiencing strong growth; and
- your organisation/club has the finances to support it.

Then it may be an appropriate time to look at hiring staff. This can bring many additional benefits to help your organisation/club grow further.

Your organisation/club may be hiring to replace staff who have left for whatever reason.

In this situation you should consider the future direction of the organisation/club and what you require to get there. This doesn't always mean doing what you have done before.

Your next steps are to determine the:

1. Job(s) that need to be performed
2. Number of hours required
3. Staff type required
4. Skills, education, experience and attributes you require
5. Amount (or range) you can afford to pay
6. Resources you will need to support them
7. Desired start date

What different staff types are there?

Below is a brief overview of different employee types that may be appropriate for your organisation/club needs.

Employees			Not employees ~ Unpaid intern/ volunteer	
Permanent (full or part time)	Fixed term (full or part time)	Casual	(Independent) Contractor	Unpaid intern/ volunteer
<ul style="list-style-type: none"> • Paid directly by employer • Have full set of employment rights and responsibilities • Does not have a specific predetermined end of employment date • Must meet certain criteria to qualify for employment benefits such as parental leave, annual holidays and sick leave • Employment agreement must formalise wages and conditions. 	<ul style="list-style-type: none"> • Paid directly by employer • Have full set of employment rights and responsibilities • Does have a specified end of employment date • Employment agreement must contain end date and reason for fixed term. 	<ul style="list-style-type: none"> • Works as and when it suits the employer and employee • No guaranteed hours of work and no ongoing expectation of employment • Employment rights and responsibilities apply but can vary in how they are applied • Employment agreement must make clear no guarantee of work, the amount of work will fluctuate and the terms of the period • Employee has the right to decline work. 	<ul style="list-style-type: none"> • Self-employed to perform services under an agreement • Earn income by invoicing for services • Pays their own tax and ACC levies. 	<ul style="list-style-type: none"> • Must not expect and receive payment • Can be reimbursed for expenses incurred or given an honorarium • Employment law does not apply (except Health and Safety).



All employees need:

- Any equipment required to perform the job
- A signed employment agreement specific to the role and staff type
- A tax code declaration
- Relevant KiwiSaver forms
- Health and safety training
- Copies of policies, code of conduct and employee handbooks.

All employers must:

- Register with Inland Revenue
- Deduct PAYE from salaries/ wages, which gets recorded with Inland Revenue
- Pay annual ACC levies
- Meet the obligations for offering employment such as providing an employment agreement, job description, advising the employee of their rights to seek independent advice and the provision of reasonable notice to accept the offer of employment.

What can we afford?

Find out what the market rates are so you can offer a competitive salary that is within your budget. Other costs to consider include KiwiSaver employer contributions, any benefits or incentives you want to offer, equipment (e.g laptop, mobile phone, uniform, sports accessories) and advertising fees. Use these costs to plan your budget and see what you can afford.

Check out the free **Ministry of Business, Innovation and Employment employee cost calculator** > to assist with this.

For more information on finance and insurance, check out this toolkit >

After doing your financial forecasting, balance the expected costs against the value that you think a staff member will bring.

- If you are sure you have the budget and work to hire staff, your next step is to officially register as an employer with **Inland Revenue** > and begin the hiring process.
- If you are not sure you have the budget or enough work to justify hiring a permanent employee, you could consider getting a contractor or an unpaid intern/ volunteer.

For more information about volunteer management check out this toolkit >

Hiring people

There are several steps that need to be followed when hiring someone. Once you have defined the job role, chosen the right staff type for your situation and checked your financials, you then need to find the right person, make an offer, sign the agreement, complete any other paperwork and then support your employee's orientation.

[How to Hire guide for employers >](#)

Describing the job

You are more likely to find the person if you have a clear job description for the role you are trying to fill. This description might include things like:

- Organisation details – what you do and what you are trying to achieve
- Job title
- Job purpose
- Main tasks and responsibilities
- Who the job reports to and which roles report to it
- Hours of work
- Place of work
- Working relationships (internal and external)
- Ideal experience, knowledge, skills and attributes
- Performance measures
- Travel expectations.

[Download templates to assist >](#)



Advertising the job

To attract the greatest number and quality of people to the job, you need to think about where to advertise. The advertisement should provide clear and relevant information about the job and organisation/club so suitable people can see it as a good opportunity. Include information such as location, job title and outline of work, skills and experience sought and how to apply. You should also highlight the benefits of the job which might include things like flexible work hours, vehicle use or birthday days off as examples. A couple of popular locations to list sport and recreation jobs are the [Sport New Zealand >](#) and [Seek >](#) websites, amongst others.

Processing Applications

When reviewing applications, it is recommended to have people with different backgrounds as part of the panel (if possible). Review each application against the job requirements as outlined in the job description. It is good practice to advise candidates in writing if they have been unsuccessful or to advise those shortlisted who you wish to progress with details on the next steps (such as an interview).

Interviewing applicants

There are many considerations when interviewing, such as:

- How many interviews you need to have
- The best times for you and the candidates
- How much time you need to interview the candidates, and for breaks between interviews
- Privacy and confidentiality so the candidates do not meet each other
- Giving enough notice for candidates
- Location of interview(s)
- Who will be conducting the interviews.

Whatever type of interview and format you choose to use, you should use the same approach for all applicants to ensure a fair process. **For more tips on interviewing >**

As well as exploring and measuring each candidate's suitability against the job description, interviews provide an opportunity to explore the applicant's motivation, their values and beliefs and a chance to evaluate their knowledge and experience.

Gaining agreement on the preferred candidate, with an interview panel, can be difficult. Try and use all the information gained through the recruitment process (including notes, responses to interview questions and verbal references) to compare candidates and make a fair and informed decision.

In assessing interview results, consider:

1. Competencies and qualifications
2. Right experience
3. Team fit (personality and attitude)
4. Motivational fit are they pursuing the job for the right reasons and will it provide personal satisfaction to the employee.

Conducting reference checks is recommended, this helps you to validate the experience on their CV, their performance and their suitability for the position you are hiring them for. It's recommended you ask open questions. You can only contact people candidates have authorised you to speak with. If they have not named someone, you must get permission first. Other aspects for consideration at this point are **criminal checks >**, verifying qualifications, **police vetting >**, safeguarding (child protection) checks, and the applicant's right to work in New Zealand.

You do not have to make a job offer to anyone if the candidates are not at the right standard, fit or if circumstances change during the process and you no longer need a new employee.

Making an offer

You will need to provide an employment agreement for any employee to sign before they start. You may also present them with a letter officially offering them the position at the same time.

An employment agreement must include:

- The names of the employer and the employee
- Their position or job title/ a description of the work they will do
- Where they will work
- What their agreed hours of work will be – or if there are no agreed hours, an indication of working time arrangements
- How much they will be paid

[More information >](#)

- That they will be paid time and a half for working on a public holiday
- That the employee will be required to work on a public holiday (if this a requirement)
- What will happen if you decide to restructure or sell the company
- What to do if there's a problem in the employment relationship - including a note that personal grievances must be lodged within 90 days. [Create an employment agreement >](#)

Documents to send to the successful candidate:

1. Offer Letter
 - (a) Includes a welcome message
 - (b) Confirms your verbal offer of position, job title and start date
 - (c) Confirms the employment agreement and company policies
 - (d) Extends to the candidate reasonable time to consider the offer and seek independent advice
 - (e) Employer's contact information if they have any questions.
2. Employment Agreement
3. Copy of policies/employee handbook

Agreement before commencement

Before employment commences the Employment Agreement should be signed by both parties and dated prior to the commencement date. Signed acknowledgement of policies should be received prior to commencement.

Trial periods

An employer can use a trial period for up to 90 days as long as this is agreed in the written employment agreement before the employee starts work. [More >](#)

Getting ready

Once your employee has signed, it is important to help them settle into their new role. [More >](#)

Before or on the employee's first day you should:

- Confirm usual start and finish times
- Agree the timing and duration of breaks
- Let them know who to contact if they are sick or in case of an emergency
- Discuss any rules or policies that apply
- Set up their employee file
- Provide a [health and safety >](#) briefing, including:
 - supplying any safety equipment and training
 - evacuation plan
 - any hazards in the workplace.

You could also help new employees feel welcome by introducing them to everyone else via a morning tea and/or checking in on them throughout the week.

Managing people day to day

Setting clear and consistent expectations for your employees helps to prevent misunderstandings, loss of productivity and employees having to guess what is expected from them. These can be provided as written policies, procedures, codes, rules and guidelines.

These can cover things like:

- Code of conduct — including privacy and conflicts of interest
- Discipline, misconduct and employment investigations
- Health and safety
- Holidays and leave
- Hours of work and overtime, including time in lieu and flexible work arrangements
- Information security
- Internet, email and social media use
- Leaving the organisation
- Performance appraisals
- Recruitment, including reference checking
- Resolving employment issues
- Staff wellbeing
- Training and development
- Travel
- Use of company equipment
- How to handle customer complaints.

Assistance with creating the relevant policy and procedures >

Paying employees and breaks

There are different types of pay an employee can get, including wages, salary and commission. **Find out more >** Employees must have paid rest and unpaid meal breaks and the number and duration will depend on hours worked.

Find out more >

Handling holidays and leave

There are different rules for different types of leave. Employees become entitled to annual holidays, public holidays, sick leave, bereavement leave, parental leave and other types of leave as long as they meet certain conditions. Employees must also be paid the right amount at the right time for holidays and leave. **Find out more >**

Flexible work arrangements

Being flexible with working arrangements can benefit everyone — employers, employees, their families and communities. If an employee requests a flexible work pattern, you have an obligation to consider that request. Perhaps you could consider a Wellbeing Policy? **Find out more >**

Record keeping

As an employer you are required to maintain employee files with specific information that must be kept on record for at least seven years. Putting the right systems in place and keeping accurate records will make your job as an employer easier. **Find out more >**

Performance and issues

Different issues can arise in the workplace. Some of the ways you can support your employee's performance and reduce any issues include setting clear performance expectations, providing forums for reviewing and assessing performance, rewarding success and providing meaningful training and development.



The following is a useful tool to help you set appropriate performance expectations:

Specific

What needs to be achieved? • What are the requirements?
Why are we doing it? • Who is involved/ doing each aspect?
Where is it to be done?

Measurable

What will be measured? (quantity, quality, speed, cost)
How will it be monitored? • How will I know when it is achieved?

Achievable

Can the employee control the things that will affect the outcome?

Realistic and relevant

Can the employee achieve the outcome with the resources available?

Time-based

When is it to be done by? • What are the key milestones?

It is recommended that performance expectations or metrics are documented and reviewed regularly.

As part of maintaining expectations, it is important that employees and employers have regular and ongoing communication to discuss progress, successes and challenges in achieving performance metrics. This could be a catch up every month with a more formal review every three to six months. These should be treated as opportunities for employers and employees to agree how things are going and what should happen next. See the following for **more tips on giving and receiving feedback >** and **having positive conversations >**

Preparing for performance reviews

To ensure performance reviews are productive it is encouraged that the employee and employer schedule a time for the discussion in advance and that both parties prepare for the discussion.

Employee preparation

Consider how you would self-assess your achievement against documented performance expectations or metrics.

Employer preparation

1. Agree a time and place to meet
2. Request the employee to provide their self-assessment to you at least two days prior to the meeting
3. Review employee's self-assessment and make notes of your observations prior to the meeting
4. Note any questions to ask the employee (such as):

- How well do you think you are doing in your job?
- Which parts of your job are you doing well?
- Where do you think you could improve?
- Do you need any equipment or training to help in your role?
- How do you feel about your job?
- What would you change if you could?
- What further support do you need to achieve your work goals?

After each catch up or meeting it is useful to write down a summary of what was agreed and send this in an email to the employee. These conversations are also a good time to look at the learning and development requirements for your staff and outline what your organisation will cover towards this.

Learning and Development

Staff development is fundamental to improving organisation performance as it can help grow revenue, save hours, create more efficient systems and more. People can learn in many ways – from attending workshops/forums, completing courses, meeting with mentors, reading or watching something, shadowing others, coaching others, networking, reflecting, and learning on the job. Some people will have knowledge but will need support in applying it, whereas others need to gain the knowledge first. To keep your employees performing 'at the top of their game' you should work with them to make sure that they get the training, development and support that is needed.

For more free toolkits and resources >

Ending employment

There are several ways in which employment can end:

- Resignation
- Retirement
- Redundancy/restructuring
- Abandonment
- Dismissal/termination

It is advised that you seek professional support before restructuring or dismissing an employee.



Resignation

An employee can resign at any time by notifying the employer in writing in accordance with their employment agreement. The employee is obligated to provide the required notice and will propose an end-date in their resignation letter. The employer then:

- Checks the employment agreement to confirm the notice period clause
- Accepts (in writing) the resignation request or can agree with the employee that they do not have to work out the notice period
- Calculates the employee's final pay
- Collects any organisation property
- They may also conduct an exit interview with the employee, but this is optional.

If an employee resigns but later changes their mind and wishes to withdraw their resignation, the employer could choose (in writing) to allow this.

Retirement

There is no specific retirement age and the retirement process is generally the same as a resignation.

If retirement could impact the organisation/club, one way to handle retirement is to take a phased approach where the employer, with the agreement of the employee, reduce the workload over a period of time with flexible work arrangements.

Restructuring

As things change, your organisation/club may need to structure your roles to better meet the needs of your community and improve how you operate. This does not necessarily mean making employees redundant, but could mean:

- Adding new roles
- Merging two or more existing roles
- Losing roles (redundancy)
- A combination of the above.

You need a genuine business reason for restructuring and need to communicate this, along with a detailed and fair process to handle the change. Redeployment can form part of the restructure.

More information on how to restructure >

If you are having issues with a staff member, you cannot restructure to get rid of them.

Abandonment

This is when an employee fails to turn up to work for three consecutive days without notifying the employer. Sometimes abandonment can occur unintentionally and can be a result of negligence. It is good practice for employment agreements to contain a clause for how to deal with this. As an employer you must make an effort to contact (phone, email, message, visit and letters recorded by delivery) the employee as soon as possible and within three days to clarify if they plan to come back to work. It is very important that you keep a record of all attempted contact and communication.





Termination (due to disciplinary action)

The Employer may terminate the employment of an employee for several reasons (in order of seriousness):

1. Poor performance
2. Misconduct
3. Serious Misconduct

It is important that a fair and thorough process is followed in accordance with policy (also included in the employment agreement). The policy should outline definitions for misconduct versus serious misconduct.

Usually a series of warnings are administered for poor performance and misconduct. The final step usually ends with termination of employment on notice.

For serious misconduct, a final warning or instant dismissal may be warranted. If instant dismissal is warranted this will likely be instant without notice.

It is recommended that careful notes are taken throughout the process, the employee is made aware of their right to have a support person and plenty of notice and relevant evidence is shared with the employee.

As an employer you may require support in working through this process. Speak to an HR Consultant that can guide and coach you. [More information >](#)

Dismissal

Misconduct >

Examples of misconduct that could result in disciplinary action up to and including termination of employment:

- Poor attendance
- Misusing equipment
- Wasting company resources
- Disorderly conduct or practical jokes
- Failure to report an accident.

Serious Misconduct >

Examples of serious misconduct that could result in a final warning or instant dismissal without notice:

- Substance abuse in the workplace
- Violence
- Bullying
- Harrassment
- Theft
- Refusal or willful failure to obey a reasonable and lawful instruction.

For whatever reason an employee is leaving your organisation, make sure you have completed the following [checklist >](#)

Looking for further information?

There is a range of resources available to assist with the running of your organisation/club.

Here to help

Your Regional Sports Trust are also here to help – please don't hesitate to contact us if you would like to talk through any of this material and/or assistance for your organisation/club.

More information can be found at the following:

Aktive >

CLM Community Sport >

Harbour Sport >

Sport Auckland >

Sport Waitākere >

Information in this toolkit is for guidance only and does not constitute formal professional advice. Where specific issues arise in your organisation/club, advice should be sought from the relevant expert(s) as necessary.

Ngā mihi.

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