

Document Schedule

#	Document type	Document date	Document name	Release or withholding grounds
Appendix One	Recruitment position description	Undated	Chief Information Security Officer - Position Description	Release in full
Appendix Two	Organisational Guidance or Policy	Last updated August 2024	Recruitment Policy	Release in full
Appendix Three	Organisational Guidance or Policy	Last updated July 2024	Recruitment Guidelines	Release in full

Your Expertise

As the Chief Information Security Officer, you are responsible for ensuring the confidentiality, integrity and availability of Callaghan Innovation's platforms, products & services. The role is critical to our commitment of ensuring that our employees, contractor's and customer's data is secure.

You will be an integral part of Callaghan Innovation, overseeing the protection of company and customer data for world leading commercialisation and research, as well as the protection of infrastructure and assets from accidental and malicious actors.

What You Bring

You bring with you:

- A proactive approach to designing and embedding a security strategy for the organisation
- An ability to evangelize the importance of security and influence those around you
- The capability to develop policies that keep CI secure and demonstrate long term maturity
- A skillset that allow incidents to be swiftly and efficiently managed in a confidential manner
- A thorough understanding of the technology underpinning the organisations digital ecosystem
- In-depth knowledge of global and NZ specific cybersecurity regulations and policy, trends and threat landscape
- The ability to empower and lead others to their full potential
- An enjoyment working with people and finding solutions

Your Home

Chief Information Security Officer - Security Enablement - Innovation Enablement

Your Role

A visionary - a focussed energy for making things secure - positive contributor to building digital platforms, products and systems that exemplify secure innovation

What You Do

In your daily work you will:

- Develop the overarching vision for securing CI's Digital platforms, products & services
- Liaise with industry leaders to ensure that CI is responding to wider industry trends and preparing for the future
- Champion the importance of information security and awareness to the wider organisation
- Act as a custodian for tracking systems and ensure key stakeholders have visibility of key infosec risks and threats to the organisation
- Work collaboratively with the wider organisation

Our Behaviours

Karawhiu

We have the courage to give things a go

Whaka Tairira

We lead by example, and trust others to do the same

Tautoko

We support others to be successful in their roles and lives

Pūmanawa

We use and share our knowledge to create better outcomes for all

Rukuhia te wāhi ngaro, hei maunga tātai whetū

Explore the unknown, pursue excellence

Recruitment Policy

Policy Owner: People Enablement Capability
Lead, People Enablement

Approved by Health & Safety, People, Culture & Diversity Committee – July 2024

Key SMEs Talent and EX Consultant, and People Partner, People Enablement

Last update August 2024

Due for review July 2026

Relevant legislation & other relevant standards

- Human Rights Act 1993
- Privacy Act 2020
- Employment Relations Act 2000
- Crown Entities Act 2004
- Criminal Records (Clean Slate) Act 2004
- Public Service Act 2020

Purpose

The purpose of the Recruitment Policy is to enable the attraction and retention of talented individuals who resonate with our organisational values and vision. Our overarching goal is to create an environment where talent not only thrives but also finds its true home. We are committed to cultivating an inclusive environment where employees are inspired to live out their potential, fostering a culture of growth, diversity, inclusivity, and equity, all while upholding the principles of Te Tiriti o Waitangi. This policy underscores our dedication to making Callaghan Innovation 'the place where talent wants to live'.

Scope

This policy covers:

- Recruitment and selection;
- Talent referral;
- Relocation.

Please note that different sections of this policy are applicable to different groups within Callaghan Innovation, as outlined in each section.

Recruitment and Selection

Callaghan Innovation ensures any selection is based on the principles of merit, fairness and transparency;

Merit: Preference must be given to the candidate who best meets the selection criteria, for example appointments are based on merit. No appointments are to be made where candidates do not meet the selection criteria.

Fairness: Processes will be structured, consistent, and neither promote or disadvantage any one candidate over another.

Transparency: Processes will be sufficiently documented to clearly show why candidates have been successful or unsuccessful through the recruitment and selection process.

The process that leaders (hiring managers) are required to follow for recruiting new positions or filling vacancies, whether internal or externally, is detailed in our Recruitment Guideline. This includes specific guidance for recruiting for secondments.

Ensuring merit, fairness and transparency

Under the Public Service Act, we are obliged to notify vacancies to suitably qualified individuals (internal candidates), where feasible. Callaghan Innovation's process dictates that any opportunity lasting longer than six months, whether it is permanent, fixed term, or a secondment, must be advertised internally, and

where appropriate externally. In some circumstances positions may not be advertised and this is at the discretion of the People Enablement Capability Lead.

Interviews are to be conducted for all positions. All interview questions and any additional information gained from candidates must relate only to the requirements of the position, and must not be related to any prohibited grounds, such as a person's religious beliefs, age, sexual orientation or health.

To actively advance our commitments to diversity, equity, and inclusion, we are dedicated to incorporating diversity in gender, ethnicity, experience and background within selection panels wherever feasible.

All information about unsuccessful short-listed candidates who attended interviews will be held securely and in line with our Privacy and Official Information Policy and the Privacy Act for 12 months to demonstrate that a fair and consistent process was followed. Information regarding those candidates who are not shortlisted will be in our Applicant Tracking System (ATS).

Candidates have the right to request access to their interview notes, and this will be provided upon request in line with our Privacy and Official Information Policy.

Further information about the process that hiring managers must follow is detailed in our Recruitment Guideline.

Working location

Callaghan Innovation has three office locations: Auckland, Wellington and Christchurch. Employees must be based at one of these locations, which should be confirmed during the recruitment process. In exceptional circumstances, and on a case-by-case basis, the Hiring Manager and People Enablement Capability Lead may determine that a candidate is able to fulfil the requirements of their role while based at another location.

Talent referral

Callaghan Innovation actively seeks the best talent and encourages and rewards employees to use their own networks to add to the Callaghan Innovation whānau. This is why Callaghan Innovation provides a monetary reward to permanent employees¹ who refer candidates from outside the organisation for permanent positions.

- The talent referral payment applies for permanent employee appointments only and excludes the Board roles
- The referred candidate cannot be someone who has worked for Callaghan Innovation within the past five years in any capacity including fixed term, secondments, contracts, interns

¹The 'Talent Referral Payment' applies only to current Callaghan Innovation permanent employees or fixed term over 12 months and is not eligible to the Board, ELT, and People Enablement team. Callaghan Innovation reserves the right to determine whether the recruitment process for a given position does include eligibility for the Payment.

- The referred candidate must identify the referrer when they apply for the vacant position through our Applicant Tracking System.

In the event that a referral is successful, the referrer may be entitled to a Talent Referral Payment (the Payment) totalling \$1,500 (gross), paid in two equal instalments. The first instalment will be paid once the candidate has commenced employment, and the second will be paid after the candidate has completed six months of continuous service. To receive the Payment, the referrer must be a permanent¹ employee of Callaghan Innovation at the time of the Payment.

The People Enablement Capability Lead will approve the Payment, and it will be processed through payroll.

It is the responsibility of employees to declare any known Conflicts of Interest as soon as they become aware of a candidates' application for a role at Callaghan Innovation so that management strategies can be applied. See Conflict of Interest Policy.

Relocation

Relocation assistance may be available on a case-by-case basis to permanent employees and those employed on a fixed term of longer than 24 months. This assistance is intended to contribute to actual and reasonable relocation costs, such as flights, temporary accommodation, moving expenses, or transit insurance. The specific amount of financial assistance should be discussed and agreed upon with the leader in conjunction with the People Partner before any relocation takes place. If approved, any relocation assistance will be included in the offer of employment.

For more information on the relocation assistance that may be provided, including limits for financial assistance, please refer to the Recruitment Guideline.

Document Management

Date	Version no.	Changes	Approver
31 July 2024	1.0	Policy approved	Health & Safety, People, Culture & Diversity Committee

Recruitment Guidelines

Guideline Owner: People Enablement Capability
Lead, People Enablement

Approved by Chief Innovation Enablement Officer, July 2024

Last update July 2024

Due for review July 2026

Relevant Policy Recruitment Policy, Professional Development Policy

Purpose & Scope

We are dedicated to outlining a recruitment guideline that aligns with the policy objectives of Callaghan Innovation. This document serves as a comprehensive resource for all stakeholders, providing a step-by-step framework designed to facilitate decisive and people-centric recruitment processes.

At Callaghan Innovation, our vision is to be 'the place where talent wants to live.' Central to achieving this vision is our steadfast commitment to upholding the principles of Te Tiriti O Waitangi and actively promoting Diversity, Equity, Inclusion, and Belonging (DEIB). This guideline ensures our recruitment and retention practices are firmly aligned with these principles, offering employees a transparent view of their journey within our organization.

Furthermore, Callaghan Innovation is obligated to adhere to the Workforce Assurance model standards outlined by the Public Service Commissioner. These standards are crucial in ensuring the suitability of individuals engaged by our organization, maintaining high standards of integrity and honesty within our workforce.

Through the implementation of this guideline, our aim is to cultivate an organisational culture where talent not only thrives but also finds a genuine sense of belonging.

Recruitment and selection process

The recruitment process follows a phased approach, which may include initial screening, interviews, additional assessments, and pre-employment checks. In some instances, additional checks relevant to the role, such as Credit History and a Ministry of Justice Criminal Conviction Check, may be conducted by Recruitment Agencies on our behalf.

Approval to recruit

Leaders with any vacancies or new positions, including secondments must:

- Consult with their People Partner; and
- Seek approval to recruit from their hapū executive leader and their direct leader.

All new positions require approval from the Executive Leadership Team.

!Remember To hire an employee or contingent worker (contractor) you will need to initiate a job requisition in Workday. Click [here](#) to view the Job Aid. Ensure that a relevant Job Profile exists and that you have the required information including a new/refreshed capability profile, cost centre, anticipated start date and remuneration and, where relevant, the reason for a fixed term engagement.

If the requisition is supported by your manager(s) and your ELT member, your request will be reviewed by the collective ELT and a final decision will be made.

If you wish to create an internal secondment role within your team, contact the Talent team who will raise the requisition on your behalf for review and approval by the ELT.

!Remember All approved positions must be accurately loaded into Workday, providing detailed requisition information that includes the job profile, location details, remuneration code and general justification for recruiting etc.

Advertising vacancies and new positions

This section applies to decision makers involved in the recruitment and selection processes.

Under the Public Service Act, we are obliged to notify vacancies to suitably qualified individuals (internal candidates) where feasible. Callaghan Innovation's process dictates that any opportunity lasting longer than six months, whether it is permanent, fixed term, or a secondment, must be advertised internally, and where appropriate externally.

Once vacancies are approved by ELT and the role is loaded into our Applicant Tracking System, your Recruiter will support the creation of a role advertisement and consult with you on the best approach for your target candidate audience.

In some circumstances positions may not be advertised and this is at the discretion of the People Enablement Capability Lead. Priority will be given to internal talent wherever feasible, with the goal of fostering internal development and enriching our capabilities by providing a wide range of opportunities.

!Remember

- Every vacancy needs to have an accurate [capability profile](#) (position description) outlining key responsibilities, competencies, and attributes. Your People Partner will support the development of and approve the final capability profile, as well as recommend the remuneration range for the role.
- All vacancies must state which office location the role will be based at (Auckland, Wellington or Christchurch). In exceptional circumstances, the Hiring Manager and the People Enablement Capability Lead may determine that a candidate can fulfil the requirements of their role while based at another location. This will only be approved if there is no impact on their ability to perform their role, and the candidate understands that they are responsible for funding their own travel to one of the Callaghan Innovation office locations when required.
- All fixed term positions, including secondments, require a valid business reason for the fixed term and must clearly state when and how the employment will end.

Interviews

At least one interview is to be conducted for all positions. The Hiring Manager (leader) will interview with a panel including either a senior member of their team, a peer or a one up manager. This interview panel will incorporate diversity in gender, ethnicity, experience and background wherever feasible.

Priority will be given to internal talent wherever feasible, with the goal of fostering internal development and enriching our capabilities by providing a wide range of opportunities.

!Remember When a Hiring Manager has a close personal relationship with a candidate, such as a friend or relative, they should refrain from any involvement in the recruitment and selection process. See [Conflict of Interest Policy](#).

The Recruiter will provide the Hiring Manager with our [standard interview guide](#) if they do not have a previously developed guide. It is the Hiring Manager's responsibility to add to this or amend as they see fit.

Structured interview questions should be based on the specific requirements of the position. Interview questions must not be related to prohibited grounds, such as a person's religious beliefs, age, sexual orientation, relationship situation, political views, childcare or health.

Additional assessments such as a practical work exercise, presentation, assessment centre, psychometric testing, management aptitude tests may be used provided they are a genuine assessment of the candidate's capabilities to perform the key tasks of the position.

During the interview, the interviewers are expected to take sufficient notes that maintain neutrality and factual representation. This means focusing on objectively describing the candidate's qualifications, responses, and behaviour during the interview. Use specific examples to support your assessments. Ensure that you're providing a balanced and unbiased account of the interview. Avoid subjective or biased language in your interview notes. Do not make assumptions or inject personal opinions. For example:

What to do: *Candidate provided a clear example of their problem-solving skills when discussing a challenging project they completed at their previous job. They explained the situation, the actions they took, and the positive outcomes achieved.*

What not to do: *Candidate seemed overly confident, which came across as arrogance. They probably won't work well in a team.*

!Remember, candidates have the right to request access to their interview notes, and this will be provided upon request in line with our Privacy and Official Information policy.

Retaining Information

After the interview, it is the responsibility of the interviewing panel members to send the interview notes pertaining to each candidate, scanned (hard copy) or saved (soft copy), to the Recruiter to be uploaded and stored in our Applicant Tracking System (ATS).

All information about unsuccessful short-listed candidates who attended interviews will be held securely and in line with our Privacy and Official Information policy and the Privacy Act for 12 months. This is done to demonstrate that a fair and consistent process was followed and to enable future talent pooling.

Pre-employment checks

Reference checks are expected to be completed prior to any contractual relations being formed, with checks usually happening at the preferred candidate stage. Such checks will be relevant to the role and may involve (but is not limited to) Serious Misconduct Checks, Reference Checks, a Ministry of Justice Criminal Conviction Check, Drug & Alcohol testing, Credit History Check and/or Qualifications Checks.

Screening checks should be undertaken on all people even if they come from another Government organisation or have previously been in a Government organisation and should align with the Workforce Assurance Standards Model guidance. ([Model-Standards-Workforce-assurance-support-pack.pdf](https://publicservice.govt.nz/Model-Standards-Workforce-assurance-support-pack.pdf) (publicservice.govt.nz))

Where an applicant is internal, Callaghan Innovation will consider whether previous verification checks were undertaken, whether the checks were as rigorous as the present screening process, and whether the previous checks are adequate for the work to be undertaken in the new role (e.g. for senior or high-risk roles).

If referee checks and other screening checks are undertaken by a recruitment company, Callaghan Innovation must obtain assurance that the checks have been completed satisfactorily, including the correct referees being interviewed and being asked the right questions.

As one of the referee checks, Callaghan Innovation will conduct referee checks with the candidate's last direct line manager unless it is not able to be done, including for candidates from the private sector. In some circumstances it may not be possible to conduct a referee check with the immediate past line manager. In these cases, the recruiter will clearly document the reasons and conduct a reference check with the HR manager of the immediate previous employing organisation, and a previous line manager, to receive adequate assurance.

Referee checks include questions on whether the candidate has ever, to their knowledge, had a serious misconduct investigation, upheld or currently occurring, or has been dismissed from employment. This is also part of the application process, and candidates are asked to disclose to this information.

If there is a finding of Serious misconduct, Callaghan Innovation will investigate before proceeding any further.

Guidance and tools are available to assist managers to identify warning signs, for example unexplained gaps in employment history, that may signal concerns about a person's integrity and suitability for employment or engagement. The people enablement team will support you through this process.

Fair consideration

All information gathered through screening checks must be considered by the leader on a case-by case basis including against the risk profile of the role, the requirements of the position, how recent any integrity or conduct issue was, any counselling, retraining or rehabilitation a person has undergone and the explanation provided by the candidate. The leader should consider whether strategies need to and can be

put in place to minimise potential risk to the organisation, co-workers and others the person may come into contact with. Disclosure of serious misconduct does not mean the person cannot be employed.

Offer of employment

We make employment offers that are market competitive and meet our fiscal responsibilities. We consider a range of factors when determining an appropriate starting salary, including candidate skills and experience, job pay range, market conditions and internal relativities.

The People Partner will support the Hiring Manager to establish an appropriate offer of employment, and any other terms and conditions that are discussed with the preferred candidate in the final stages.

Any remuneration offered must be in line with our Remuneration Policy (to be developed) and within the range for that particular position.

!Remember All offers must be approved by the People Partner before verbal employment offers are made. Offers above 110% of the remuneration band must meet exceptional criteria and require additional approval from the People Enablement Capability Lead and Hapū ELT.

Unsuccessful candidates

In our recruitment process, we are committed to conducting efficient and transparent selection procedures to ensure a positive candidate experience. In line with this commitment, your recruiter will offer constructive feedback to any candidates who request it following their interviews.

Secondments

A secondment is the temporary appointment of an employee to a different position or role within Callaghan Innovation or another organisation for an agreed period. Secondments offer several benefits, including expanding employee skills, addressing business needs with in-house expertise, fostering relationships and insights, aiding leadership and technical knowledge transfer, supporting special projects, and providing temporary workforce flexibility.

In general, all secondment opportunities will be advertised internally. In some situations, a direct appointment to a role may occur if an individual has been identified as a successor for the role and has been developed accordingly to step into the role when it becomes vacant. This situation is more likely to arise for senior leadership roles or a role that requires a niche skill set - see section on Vacancies.

All secondments must be set up formally and in written agreement with clearly defined parameters, including accountabilities, objectives and expectations. It should have a clear start and end date, and a reason for the secondment.

Terms and conditions

Secondments can be for any period but will generally be between 8 weeks to two years in duration, depending on the role and reason for secondment. They can be extended or terminated early for any

business reason and by mutual agreement between the parties concerned (usually the secondee), the host leader and substantive (home role) leader).

If Callaghan Innovation initiates an organisational change that impacts on the secondee's substantive role, the provisions in their employment agreement will apply.

Costs associated with a secondment, including any Higher Duties Allowances (HDA), if applicable, will be covered by the host leader, unless agreed otherwise. This must be consulted and approved by the People Partner. Secondees will retain their existing terms and conditions of employment, including having their home position kept open for them to return to if reasonable and practicable.

When roles are required to be filled for less than 8 weeks (eg, to cover someone who has taken extended leave to go overseas), this is likely to be managed through someone stepping in to "caretake" the role and use this time as a learning and development opportunity. There will be no formal secondment and no HDA will be applicable. The individual will not be required to take on the full remit of the role due to the short duration of the assignment - they will be a temporary delegate supporting a team or project for less than 8 weeks.

Employee's obligations during secondments

- If an employee is seconded to another organisation, that organisation's Code of Conduct and policies will apply to them in addition to Callaghan Innovation's and the State Services Commission Standards of Integrity and Conduct.
- Secondees coming into Callaghan Innovation from external agencies must agree to be bound by Callaghan Innovation policies and procedures and the State Services Commission Standards of Integrity and Conduct during the term of the secondment. They must also complete a Conflict of Interests declaration.

!Remember Secondment arrangements must be discussed and approved by the People Partner and Hapū ELT.

Whare (Projects)

From time to time, individuals may be assigned to single or multiple 'Whares', or projects, based on resource planning processes and the specific capabilities required to achieve the goals of the Whare. Whares refers to multi-disciplinary teams that amalgamate diverse skill sets to address challenges for our customers, both internal and external.

Selection for participation in Whares primarily hinges on specialist capabilities, with secondary consideration given to developmental opportunities. Assignments to Whares are time-limited to align with the project's delivery timeframe.

While individuals receive pastoral care and general leadership support within their current team, they look to the Whare lead for technical guidance.

Engaging in Where assignments does not incur any changes in remuneration nor attract a higher duties allowance as individuals perform a similar role using existing capabilities but contribute to a different initiative.

Relocation

Callaghan Innovation may provide financial support for relocations, whether they are domestic or involve moving to New Zealand from abroad. This support is designed to contribute towards actual and reasonable relocation expenses like flights, temporary housing, moving costs, and transit insurance. It is offered upon request or as part of an employee's job offer and is accessible to both permanent employees and those with fixed-term contracts lasting longer than 24 months.

!Remember All domestic and international relocation requires approval from the People Enablement Capability Lead and Hapū ELT.

Domestic Relocation

The maximum amount of financial assistance (inclusive of GST) we offer is:

- Single person: Up to \$4,750
- Couple: Up to \$6,000
- Family: Up to \$7,250

The specific amount is agreed upon by the Hiring Manager, and People Partner in advance.

International Relocation

For international relocations as part of an employment offer, the amount is predetermined and approved by the Group Leader and People Enablement Capability Lead. Here's what it may include:

- Airfare: Economy flights for the employee, their spouse, and dependent children
- Temporary accommodation: Up to two nights at origin and 48 nights in New Zealand. We will make every effort to book you in accommodation with suitable cooking facilities and you will be eligible to claim for grocery/meal costs (excluding alcohol and personal items) up to \$300 (including GST) for the duration of your stay in such accommodation. The employee must make an expense claim for this, accompanied by GST receipts
- Incidental expenses: A \$1,000 (including GST) allowance for personal expenses
- Removal and delivery of personal effects: We may pay the actual and reasonable costs of household removal to the new destination in New Zealand
- Volumetric entitlement: Sea freight will be chosen unless there is a specific requirement for Airfreight
- Insurance: We may pay for insurance for personal effects during transport. An inventory must be completed before the move for coverage.

Exclusions: We do not cover the transportation, storage, or accommodation of certain items, such as vehicles, fuels, firearms, and pets. Callaghan Innovation will not cover costs relating to additional border clearance charges by Customs or the Ministry of Primary Industries (MPI), or costs for cleaning or fumigation.

If the employee resigns within 24 months of your relocation, they may need to repay a portion of the relocation assistance, depending on the length of employment and other conditions.

In case of redundancy within 18 months of relocation, we will pay to relocate or repatriate the employee back to their original destination in accordance with the relocation assistance in this section.

Released under the Official Information Act 1982