

The role of the chairperson

The chairperson is the lead representative on the recruitment panel. As the chair it's your job to make sure the recruitment process is a professional and customer-friendly experience for applicants. A negative experience will reflect on our reputation as an employer.

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These guidelines should be read with our [Recruitment Policy](#), which outlines our principles when recruiting employees at MSD.

The Chair's responsibilities

The panel chairperson will usually be the hiring manager who will manage the position being recruited. The hiring manager must first get approval from their manager (the approving manager) to recruit. The chairperson is responsible for selecting a diverse panel based on the expertise and perspective needed to make a sound recommendation. The approving manager will agree to who is on the panel. The chair needs to ensure the process is:

- fair and transparent – selection is based on evidence provided by the applicant
- non-discriminatory – decisions do not discriminate directly or indirectly on grounds of gender, gender diverse status, ethnicity, disability, age, religion or belief, sexual orientation
- conducted with integrity and any inappropriate behaviour is challenged
- consistent with MSD practice and policy
- designed to clearly identify the most suitable people
- appropriate and relevant for the position and the attributes required
- reflects MSD's values and direction eg Te Pae Tawhiti.

As chair, your role is to also to:

- ensure your process is consistent with our recruitment policy eg obtain approval to recruit in advance and the composition of your panel from your manager
- ensure panel members have the appropriate skills, knowledge and awareness of their obligations during the recruitment process
- agree on the selection criteria and interview questions early on with your Recruitment Partner
- brief the panel about the position so they understand its requirements and the selection criteria
- maintain the privacy and confidentiality of applicants and the process
- brief the panel on the risk of discrimination or bias in the process
- ensure applicant enquiries are dealt with appropriately
- manage any perceived or actual conflicts of interest
- facilitate the short-listing process and record any decisions
- prepare for and manage the interview:
 - Ensure applicants are told in advance if they are required to prepare material, make a presentation or complete a task before, during or after the interview
 - Assign topics to be covered by each panel member during the interview. There is a standard interview template that we use – your recruitment partner will provide this.
 - Welcome the applicant and introduce the panel members.
 - Welcome any whānau support and provide the opportunity for a response.
 - Advise the applicant of the format of the interview and when whānau support will have the opportunity to speak on behalf of the applicant.
 - Facilitate questioning, ensuring continuity and time management.
 - Record and summarise panel feedback and scoring.
 - Facilitate the decision-making process and ensure every effort is made to reach a unanimous decision.
 - Record final panel decisions.
- personally provide feedback to all unsuccessful internal applicants (including those not shortlisted) and unsuccessful interviewed applicants.
- complete reference checks and discuss with the panel the outcome. Discuss any concerns raised with the panel, your recruitment partner or the approving manager prior to making an offer.

[Giving feedback guidance](#)

Job offer

- Discuss the recommendation and job offer details with the approving manager and obtain their approval before making an offer.
- Ensure the salary is in line with the salary range for the role and is consistent with MSD's objective to address the gender / ethnic pay gap. Consider Pay Restraint guidance 2020 if relevant.
- Discuss the offer with the applicant and ensure they understand all terms and conditions including the outcomes of vetting checks and any reviews of appointment
- Ensure the recruitment decisions are recorded in myHR.

[Pay restraint in the Public Sector](#)

Conflicts of interest

If a panel member finds a close relative, personal friend, business or other close associate has applied for the role, they must declare a potential conflict of interest to the chairperson before the short-listing and interview process begins.

The Chair decides if it's appropriate for the panel member to be part of the selection process.

If the panel member continues to be involved in the selection process, the panel must be told and the opinion of the panel member involved should be considered last, to avoid any impression of conflict of interest.

To protect the independence of the process, we recommend anyone who has been nominated as a referee for an applicant does not continue to act on a selection panel unless all members of the panel are aware of the position and the relationship to the candidate.

For further information about managing conflicts of interest please refer to:

[MSD Code of Conduct](#)

[Public Service Commission's standards of conduct and integrity](#)

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