# Step 2: Scoping the Position

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| **Recommendation** | **Considerations and Actions** |
| Ensure the position relates to current and future University and department needs | * Evaluate requirements and responsibilities of the position to ensure they meet University and department needs including increasing representation of Māori and equity groups * Consider areas of work overload particularly for Māori and equity groups   + Refer to [University Strategic Plan Taumata Teitei](https://www.auckland.ac.nz/en/about-us/about-the-university/the-university/official-publications/strategic-plan.html)   + Refer to Faculty/Division Strategic Plan |
| * Avoid inherent bias in job scoping | * Ensure job analysis focuses on task components rather than on embedded gendered or ethnic-specific norms and biases which can create preconceptions about who is best suited to certain occupations   + See [Gender-inclusive job evaluation standard](https://www.employment.govt.nz/hours-and-wages/pay/pay-equity/gender-job-evaluation-standard/) * Ensure position profiles are formulated broadly and don’t signal pre-selection through specific requirements. |
| * Identify and give appropriate weight to hidden skills essential to performing the job | * Consider use of NZ Employment’s [Spotlight Tool](https://www.employment.govt.nz/hours-and-wages/pay/pay-equity/spotlight-skills-recognition-tool/) to provide a framework and examples to help identify and categorise often overlooked and undervalued skills such as communication skills, emotional intelligence, cross-cultural expertise, etc |
| Recognise flexible ways of working | * Flexible working arrangements are increasingly sought by many applicants for a variety of reasons * Consider creative options for structuring work * Consider some applicants may have particular needs due to caring responsibilities, iwi, hapu, whānau obligations, disability considerations etc * Discuss team approaches to managing flexible work * [Flexible Work Policy and Procedures](https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/human-resources1/employer-and-employee-responsibilities/flexible-work-policy-and-procedures-.html) * [About Flexible Working](https://uoa.sharepoint.com/sites/Waysofworking/SitePages/About-flexible-working.aspx) |
| Understand why the vacancy has come about | * Did the previous incumbent leave due to stress, bullying, work overload, was headhunted etc? If so, have these issues been addressed? Does this indicate any pattern? |
| Where appropriate, consider introducing Special Measures to ensure equal outcomes. | [Positive actions to achieve equality](https://www.hrc.co.nz/enquiries-and-complaints/faqs/positive-actions-achieve-equality/) (special measures) are permissible under the New Zealand Bill of Rights Act 1990 s 19 (2) and the Human Rights Act s73 (1) under certain conditions and are intended to be temporary. These are used to ensure equal outcomes rather than equal treatment[[1]](#footnote-1) and are based on information that shows that the present position is unequal. It is a strategy to reduce the impact of discrimination and enable particular groups to achieve equal outcomes with other groups.  **Example:**  If a faculty is significantly under-represented with Māori academic staff they may be able to advertise specifically for a Māori lecturer.  The measure must be necessary to address disadvantage or ensure equality and be tailored to reduce the actual disadvantage of the group it is aimed at. If the targeted recruitment is designed to redress under-representation in a particular area it is necessary to establish that the under-representation is a result of the disadvantage faced by the group targeted and it is reasonable to expect the measure to ameliorate the disadvantage.   * ie; Develop a recruitment strategy which includes relevant data to back-up the proposal for targeted recruitment * Discuss with HR Advisory.   **Case Studies:**   * UoA Faculty of Law targetted Māori and Pacific lecturers 2019-2020 * [AUT Maori and Pacific Early Career Academic cluster hires](https://careers.aut.ac.nz/jobdetails?ajid=7MKhb) |

1. Implementing the Gender Pay Principles. Ministry for Women August 2019 [↑](#footnote-ref-1)