

## PERFORMANCE MANAGEMENT AND PROFESSIONAL DEVELOPMENT POLICY

*For those engaged in a Sydney College of Divinity (SCD) degree or course, SCD Policies and Procedures also apply. Where there is a conflict between this policy and the SCD policies, the SCD policies should be followed.*

### **Purpose**

Te Kupenga acknowledges the need for regular appraisal of staff to ensure high quality education and service outcomes. This policy outlines the principles, requirements and processes which guide how staff performance is supported and managed. It addresses performance through each year, including performance focus, management support and review, annual appraisal, professional development and remuneration.

The policy should be read in conjunction with other policies that bear on the employment relationship: academic research and study policy; employment; leave; role & responsibilities of the Governance Board; health and safety; disputes, complaints and legal protections; Student Feedback; and safe communications.

### **Scope**

This policy applies only to those with a direct employment relationship with Te Kupenga, whether permanent or fixed-term.

### **Principles**

- Te Kupenga aspires to be a good employer, which fosters a climate of trust and confidence with and among its staff
- Te Kupenga meets its legal obligations as an employer
- Te Kupenga appoints sufficient staff to meet the services laid out in its mission and plans.
- Te Kupenga commits to being an Equal Opportunity Employer, and shows this through best practice in its policies
- Te Kupenga expects a high standard of conduct and performance on the part of its employees and contractors, which reflects well on colleagues and the Church
- Te Kupenga operates in as transparent a manner as possible in employment matters, consistent with legal or prudential requirements for confidentiality and privacy.

In the context of performance management, including remuneration, the key guiding principles are clarity of expectations and requirements, frequency and openness of communication about progress, managerial support and review, honesty in self-appraisal and feedback and fairness to staff and stakeholders.

### **Performance cycle**

Te Kupenga aligns its academic, financial and performance cycles with the calendar year. At the start of each year, managers meet with each staff member to preview the year and identify for each person their performance priorities and professional development requirements. Where relevant, priorities are linked to the Te Kupenga business plan. Some priorities and development requirements may have carried over from the previous year or been triggered by the performance appraisal for that year. Performance priorities will generally align with the key tasks and responsibilities in each person's job description. After discussion between manager and staff

member, both sign the Performance Focus document. A copy is held on each staff member's personal file.

The Performance Focus document then provides a reference point for on-going discussion and review between manager and staff member. The document should be reviewed at least quarterly, to ensure that the priorities remain valid and that the staff member is making good progress towards their achievement. In the event of a significant change in the performance environment, the manager and staff member can agree to amend the priorities.

Te Kupenga expects managers and staff to raise and address any issues bearing on performance through the course of the year so that there are no surprises at the time of formal performance appraisal. The appraisal process takes place at the end of each year and documents each staff member's progress against the expectations in the Performance Focus, plus any other contributions or achievements. Te Kupenga encourages staff to conduct a brief self-review as an input to the appraisal. For teaching staff, the appraisal also draws on student evaluation and course review information (including moderation results), along with other relevant data on teaching practice.

The appraisal results in a letter to each staff member recording the highlights of their performance during the year and making any appropriate observations about things that didn't go to plan or are matters for further development and improvement. These can then form part of the next Performance Focus. The self-review and written appraisal are then placed in the staff member's personal file.

### **Performance Management**

Where there is a gap between the performance expected of a staff member and the performance delivered, the manager may institute a Performance Improvement Plan, to assist the staff member to identify areas of focus and support or training required to achieve in the role. Wherever possible, Te Kupenga strives to support staff to achieve in their role. However, where this gap persists despite coaching for improvement and other interventions, the manager may invoke specific disciplinary provisions listed under the staff Code of Conduct, up to and including dismissal.

Where there is a dispute between staff or a concern about a staff member's conduct by a colleague or external stakeholder, the Disputes, Complaints and Legal Protections Policy should be followed. This may result in disciplinary action, up to and including dismissal.

### **Professional development**

The Chief Executive discusses the budget for professional development with the Leadership Team, then submits it to the Governance Board for approval each year as part of the annual budget process.

The budget for professional development costs is held centrally. The proportion of funds available for individual professional development is subject to management judgment and organisational approval. Relevant factors include relative value to Te Kupenga and the wider Church, relevance to Te Kupenga priorities and individual circumstances. Where professional development will incur considerable cost, managers may discuss options with staff including external sources of funding, a personal contribution or less expensive alternatives.

Te Kupenga expects staff to enhance organisational learning as appropriate following their professional development, which may include a seminar, presentation or report.

Information about professional development specific to academic staff is also found in the Te Kupenga Academic Research and Study Leave Policy.

### **Remuneration**

As an NZCBC agency, Te Kupenga operates within NZCBC norms around remuneration setting and pay change. Considerations in setting remuneration include:

- The ability to recruit and retain appropriately skilled and qualified staff
- Ensuring comparable salaries for staff in similar roles, with similar skill and experience
- Financial sustainability for Te Kupenga and its funders.
- Maintaining salaries at or above the living wage
- The ability to reward high performance
- The ability to alter job descriptions to reflect changes in role scope and responsibilities and to re-evaluate jobs for the appropriate salary benchmark.
- Market-based remuneration
- Offering a work environment in which staff feel valued and affirmed.

Managers conduct an annual remuneration review for all staff. Any increases must be justified by the remuneration settings and conditions listed above. The Chief Executive moderates the recommendations, and appoints an independent person to review the final draft for Equal Employment principles (either a staff member, governance board member or someone external).

The Governance Board separately reviews the Chief Executive's performance and remuneration, using the process set out in the Role & Responsibilities of the Governance Board Policy.

The Governance Board and Chief Executive reserve the right to consider remuneration changes outside this cycle, where the situation warrants.

### **Approval & Review**

The Performance Management and Professional Development Policy is subject to the normal three-yearly review. Review is the responsibility of the Governance Board.

Issued: 29 September 2020

Next review: September 2023