

## People and Development Management

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Major changes/additions since the last version was approved are indicated by a vertical line in the left hand margin.

## 1 Introduction

### 1.1 Purpose

This policy, along with the other policies and procedures related to People and Development (P&D), creates the means to manage Ara staff fairly and consistently. Key influences on P&D policies are the organisation's Vision; Values - Kaupapa and the Strategic Plan.

### 1.2 Scope and Application

The policy applies to all staff other than the Chief Executive who is appointed by and answers to the Ara Council.

### 1.3 Delegations

As specified in the People and Development Delegations Schedule.

<p><b>Related Legislation and their Amendments</b></p> <ul style="list-style-type: none"> <li>• State Sector Act 1988</li> <li>• Employment Relations Act 2000</li> <li>• Human Rights Act 1993</li> <li>• Privacy Act 1993</li> <li>• Holidays Act 2003</li> <li>• Child Support Act 1991</li> <li>• District Courts Act 1947</li> <li>• Summary of Proceedings Act, 1957</li> <li>• Equal Pay Act 1972</li> <li>• Income Tax Act 2007</li> <li>• Kiwisaver Act 2006</li> <li>• Parental Leave and Employment Protection Act 2002</li> <li>• Social Security Amendment Act 2007</li> <li>• Student Loan Scheme Act 2012</li> <li>• Tax Administration Act 1994</li> <li>• Wages Protection Act 1983</li> <li>• Health and Safety in Employment Act 1992</li> <li>• Vulnerable Children's Act 2014</li> </ul>	<p><b>Related Ara Policies</b></p> <ul style="list-style-type: none"> <li>• CPP208 Resolving Staff Performance and Conduct Issues</li> <li>• CPP209 Bullying Prevention</li> <li>• CPP212 Annual Appraisal</li> <li>• CPP213 Recruitment, Selection and Appointment</li> <li>• CPP215 Four for Five</li> <li>• CPP216 Leave Management</li> <li>• CPP217 Professional/Capability Development</li> <li>• CPP218 Induction</li> <li>• CPP219 End of Employment</li> <li>• CPP501 Health &amp; Safety</li> </ul>
<p><b>Other Documentation</b> (Infoweb)</p> <ul style="list-style-type: none"> <li>• Ara Employment Agreements</li> <li>• People and Development Delegations Schedule</li> <li>• Capability Frameworks</li> </ul>	<p><b>Good Practice Guidelines</b></p> <ul style="list-style-type: none"> <li>• Feedback</li> </ul>

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### **Notes**

People and Development (P&D) activities that have a separate policy and procedures are listed under Related Ara Policies above. P&D activities that do not warrant a separate policy but need prescribed procedures are included in the Associated Procedures section of this policy.

Management and staff may seek further advice regarding any of the information in this Policy from:  
their immediate supervisor  
the designated HR Business Partner for their area  
People and Development Unit  
Infoweb

## **2 Principles**

- 2.1 People and Development Management procedures will be fair and equitable.
- 2.2 Due attention will be given to both Institutional requirements and the needs of staff.
- 2.3 The Institute is responsible for providing reasonable working conditions and resources that enable staff to do their work.
- 2.4 Diverse ideas, perspectives and cultures are highly valued.
- 2.5 Ara is a learning organisation committed to the development of institutional and individual staff capability.

## **3 Associated Procedures for Ara Corporate Policy on: People and Development Management**

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<b>Contents:</b>	3.1	Delegations
	3.2	Job Titles
	3.3	Trial Periods and Academic Probation
	3.4	Allowances
	3.5	Collective Employment Agreements
	3.6	Remuneration
	3.7	Provision of References

### **3.1 Delegations**

- a The Chief Executive has statutory responsibility (under s2 of the State Sector Act 1998) as the employer of all staff at Ara.
- b The Director Corporate Services has specific delegations in regard to collective employment agreement negotiations, remuneration and other employment matters.
- c Managers are responsible and accountable for decisions made within their delegations.

### **3.2 Job Titles**

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- a Job titles, which identify the level and nature of responsibilities of a person holding the position, will be applied consistently across Ara and approved by People and Development.
- b In a title the level of the position will be followed by the area of responsibility. For example: Manager Printing and Publishing; Administrator Registry; Academic Staff Member Science; Senior Academic Staff Member Photography; Manager English Language; Head of Department (HOD) Creative Industries; Director Corporate Services.
- c Changes of title or new titles must be approved by People and Development.
- d Academic Positions  
  
The generic title “academic staff” is used for staff employed in teaching, teaching/research or closely related positions. Teaching staff employed as ASMs, SASMs or PASMs, may refer to themselves by any of the following interchangeable titles: academic staff, tutor, lecturer. They may include their designation at their discretion (e.g. Senior Academic/Tutor/Lecturer or Principal Academic/Tutor/Lecturer).
- e Allied Positions
  - i Except where prescribed in employment agreements, titles for Allied Staff positions are developed at Division level and approved by the P&D Manager/HR Business Partners, who have the final authority to determine the job title.
  - ii Use of the term “senior” in a job title indicates that a significantly higher level of experience and demonstrated skill is required for the role in comparison to a role not named senior.
- f Management Positions  
  
A title which includes the term “Manager”, “Chief”, “Deputy”, “Associate”, “Director” or “Head” requires the approval of the Director Corporate Services when that title is not already in use for the position. The titles for all positions which report directly to the Chief Executive require the approval of the Chief Executive.

### **3.3 Trial Periods and Academic Probation**

- a Trial periods for allied staff and probation periods for academic staff are established in accordance with the staff member’s employment agreement.
- b The duration of the trial or probationary period is dependent on the relevant experience and skill set of the staff member.
- c The decision as to duration is made by HR Business Partners in consultation with the line manager and specified in the appointment letter provided to the staff member.
- d The Manager of the staff member on trial or probation is responsible for ensuring that all reporting and feedback requirements are met. The reporting forms are available on the Infoweb.
- e Additional information about trial or probation is available from People and Development.

### **3.4 Allowances**

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- a Allowances, such as meal allowances, are paid to staff according to the conditions specified in the relevant employment agreement or by negotiation with the appropriately delegated Manager.
- b Details related to available allowances are available from People and Development.

### **3.5 Employment Agreements**

- a The Director Corporate Services is responsible for the negotiation of Ara employment agreements within the parameters set by the Chief Executive.
- b In the case of Collective Employment Agreements Ara management works with unions representing staff by developing and promoting good faith relationships and actions as defined in the Employment Relations Act (2000).
- c Ara staff are required to act in good faith in their dealings with Ara management.

### **3.6 Remuneration**

Starting grades/salary ranges are established in People and Development, informed by internal and external relativities and Ara's remuneration strategy. Directors, or 300 level delegates, set the starting salaries within those grades/ranges.

### **3.7 Provision of References**

- a Ara staff may provide references and act as referees for a student or a staff member for internal and external positions, provided they have first-hand knowledge of the person's relevant skills, expertise and/or work history.
- b To ensure that no confidential or misleading information is included, references written on Ara letterhead or in the writer's capacity as a staff member must be checked by the relevant Manager, as specified in the People and Development Delegations Schedule, prior to being given or sent. The writer's personal opinions about the person will not be altered by this checking process.

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