RECRUITMENT, SELECTION & APPOINTMENTS PROCEDURE

Section	People and Organisation Development		
Approval Date	15.10.2019	**Approved by**	Executive Team
Next Review	20.12.2021	**Responsibility**	People and Organisation Development Manager
Last Reviewed	06.08.2019	**Key Evaluation Question**	6

PURPOSE

To ensure that NMIT:

- selects and appoints the best possible candidate with the most appropriate skills, qualifications and experience for the position to be performed;
- employs staff members in line with our Child Protection Policy;
- shows firm commitment to the principle of non-discrimination;
- appoints in a fair and equitable manner, based on merit;
- ensures that all employees and applicants for employment have equal employment opportunities regardless of gender, race, ethnic or national origins, marital status, sexual orientation, family responsibilities, physical or sensory disability, political and religious beliefs and activities (unless those activities are contrary to the polices of the Institute) or any other criteria;
- appropriately applies assessment criteria for the candidate relevant to the role;
- ensures starting salaries are aligned internally for parity purposes, fairly reflect workloads and meet the requirements of the respective current collective agreements;
- inducts the new employee appropriately as relevant to the job to be performed;
- applies fair, equitable and clear probation processes that are in line with the provisions of the current Collective Agreement.

CONTENTS

This procedure includes the following sub-categories:

A - Staff Appointments
B - Equal Employment Opportunities
C - Staff Member Salary Assessment
D - Staff Induction
E - Academic Probation
F - Professorial Appointments

These procedures should be read in conjunction with the ***Recruitment, Selection and Appointment Policy*** available on QMS.

SCOPE

Staff appointments	Applies to all employees, with the exception of the Chief Executive. It also does **not** apply to temporary staff engaged via a recruitment agency
Equal employment opportunities	Applies to all employees and CFS individuals
Staff member salary assessments	Applies to all employees. However, procedure will vary for employment category. i.e. Academic or Business Support
Staff induction	Applies to all employees (CFS individuals will undergo an orientation)
Academic probation	All tenured and limited-tenured ASMs. **Except**: short-term, limited-tenured ASMs (generally **in relieving positions**), part-time ASMs or those on a low FTE.
Professorial appointments	Applies to the establishment of and appointments (including the promotion of NMIT staff) to the following positions: • Professor • Associate Professor Applies to the use of the following titles: • Professor • Associate Professor

DEFINITIONS

Definitions of specialist terms used in this procedure are listed below:

ASM	Academic Staff Member employed in a teaching or nonteaching academic position. The term ASM includes academic staff members, senior academic staff members (SASM) and principal academic staff members (PASM). Tutor is a generic term that can refer to academic staff members.
Associate Professor	An academic staff member whose performance and contribution to NMIT has clearly surpassed that of a Principal Academic Staff Member (PASM), and indicates the potential to achieve to the level required for appointment to Professor.
Assura	Online Health and Safety tool
Business Case Panel	Comprises at least one Curriculum Director, a member of the Executive Team and a senior POD team member for the purpose of reviewing and considering all requests for staffing resources. All recruitment, selection or appointments must first be approved by the submission of an appropriate business case to the weekly Business Case Panel.
Casual	An arrangement where the appointee is recognised as interested in being offered short-term work as it comes up, according to the needs of NMIT. The hours that will

	eventually be offered are unable to be predicted, e.g. a relieving role.
	(contd.)
	Casual employees:
	- work only when contacted and offered a specific short-term period of work; - can decline any period of work offered; and
	are paid holiday pay with their fortnightly pay.
Contractor for Service (CFS)	A company, partnership or individual (not an employee) that agrees to provide supplies or services in accordance with a valid and legal contract for services agreement. - Paid on invoice via Finance (generally on an hourly rate) - No salary assessment required - No timesheet required - No factor applied - May still need to do a Microteach depending on number of contracted hours
Critical Factors	The skills, attributes and knowledge required for the position that are identified as critical for the selection process.
Curriculum Director	Academic leader reporting directly to the Chief Executive. Curriculum Managers report to a Curriculum Director.
Employee	A staff member employed by NMIT on a permanent, fixed term or casual basis and paid by salary or wages through payroll. Positions are classified as Business Support or Academic as determined by the POD team.
Equivalence	Equivalence to the NMIT minimum teaching qualification can be decided by the Chief Executive on a case-by-case basis.
Executive Director (ED)	The strategic lead for each Directorate. Executive Directorate comprises of the Chief Executive and Executive Directors.
Fixed-Term	An appointment that has an identified end date. Legislation requires that such appointments have a specific reason for the end date.
Full-time	The hours of work are the normal full-time hours of work as specified in the relevant employment agreement.
Hiring Manager	Manager responsible for the full recruitment, selection and appointment process.
Job Description	Describes the role to be filled. Includes objectives, responsibilities, relationships, authorities and position within the reporting structure of NMIT.
Limited Tenure	a.k.a. Fixed Term
Manager (Reporting/Line)	The person a staff member reports to.
NZCATT	New Zealand Certificate in Adult and Tertiary Teaching (Level 5) - 60 credits

NZCALNE	New Zealand Certificate in Adult Literacy and Numeracy Education (Level 5) - 40 credits
Part-time	The hours of work are less than full-time hours. This definition is used for Business Support Staff at NMIT. For Academic Staff this term has been used in the Collective Employment Agreement solely to mean an employee who is untenured, paid on an hourly basis. The term **proportional** has been used to mean a salaried employee who works less than full-time hours.
PASM	Principal Academic Staff Member
Permanent	An appointment with no end date. Can be full-time or proportional/part-time.
Person Specification	Describes the personal skills, attributes and knowledge required or desired for the position.
POD	People and Organisation Development
Professor	A title recognising distinguished and acknowledged leadership in one of the disciplines of NMIT. Leadership in this context relates to: • Academic • Research and/or Scholarship • Learning and Teaching • Practice
Recognition of Academic Credit (RAC)	The process through which previous relevant experience and qualifications is formally recognized. Recognition of Academic Credit for the individual NZCATT/NZCALNE courses is assessed by the Learning Innovation Coach who recommends the application for formal approval by the RAC Committee.
SASM	Senior Academic Staff Member
SnapHire	On-line recruitment, selection and appointment tool.
Staff/Team member	An individual who may perform work as an Employee or on a Contract for Service basis.
Tenured	a.k.a. Permanent

A – STAFF APPOINTMENTS

PROCEDURE

Panel Composition:

- The interview panel must consist of a minimum two (2) members. The interview panel would not normally include more than four (4) members.
- The hiring manager will normally be the panel convener.
- For Executive Directorate positions, the panel must include the Chief Executive, an Executive Team representative and the Director of Māori or a Māori representative.
- For the appointment of other managers, the panel will normally include the appropriate ED or delegate and the Director of Māori Education or a Māori representative.
- For non-management positions the panel should include:
    - the appropriate manager and
    - a staff representative, or a subject expert relevant to the position.

Timeliness of Process:

The ideal recruitment, selection and appointment process can take six (6) to eight (8) weeks from the submission of a business case for approval to offer being accepted. The hiring manager should plan their time for selection processes in advance of placing the advertisement in order to achieve this.

A SnapHire business case is required for approval by the Business Case Panel prior to any recruitment, selection or appointment commencing.

The Business Case Panel meets weekly to review and approve all submitted business cases following review by the relevant Curriculum Director and/or Executive Director, POD and Finance.

The hiring manager is required to manage and coordinate all applications received. This includes ensuring applicants are informed of the outcome of their applications as early as possible.

Timely applicant management will support NMIT presenting itself as an attractive and competent employer.

Advertising:

All positions are to be advertised, except in the following circumstances (where advertising is optional):

- Positions requiring highly specialised expertise, where an Executive Director certifies that a search has been conducted and the nominated individual is the best person for the job;
- Positions required for a specific limited purpose and of no greater than 12 months' duration;
- Roles required for redeployment of employees, e.g. due to organisational change; and
- in other extenuating circumstances, positions may be filled without advertising on approval by the Chief Executive in consultation with the POD Manager.

Expressions of interest may be advertisements to identify levels of interest and potential availability of specific skill sets.

Positions will be advertised on NMIT's Working at NMIT page and on other web sites if appropriate. Advertising channels are to be selected by POD, in conjunction with the hiring manager, to maximise the field of capable, suitably qualified applicants.

Costs will rest with the central fund.

Conflict of Interest

A conflict of interest may occur in a number of ways, e.g. if an application is received from a friend of a panel member or from a family member of an NMIT employee.

1. Any conflict of interest must be identified to the hiring manager (or to the Executive Director if the conflict relates to the hiring manager). The hiring manager/Executive Director will determine, in consultation with POD if necessary, how to proceed.
2. Any panel member with any association with an applicant should disclose it to the hiring manager/Executive Director, whether or not they believe it is a conflict of interest.
3. POD must be advised of all conflicts of interest so that this can be recorded on the relevant SnapHire job.

Reference Checking

The aim is to obtain employment-related rather than personal information.

In every case, the hiring manager should ensure that the referee has:

- An understanding of the role the applicant has applied for;
- Observed the candidate's actual skills and behaviour at work over a reasonable period of time;
- The competence to assess behaviour and skills; and
- The freedom to discuss the candidate openly and frankly.

The hiring manager will use the standard reference checking form, ensuring all relevant questions are asked and that the same questions are asked of all the referees.

Two referees will be contacted including the most recent employer. If this is not possible, the hiring manager will discuss with POD.

The hiring manager and referees should ensure that comments about a candidate's work performance are balanced. As far as possible, they should be based on performance reviews, assessments and actual examples observed by the referee. Hearsay should be avoided.

Microteach/Teaching Assessment (applies to Academic teaching positions only)

When a new Tutor is being considered for appointment, the hiring manager will undertake an assessment of their teaching capability before an offer is made.

This may take the form of either:

- teaching a live class of students (either in person or via Skype if the individual isn't able to attend on campus) - must be completed for all Tutors who haven't previously been employed by NMIT or who are to be appointed on a full-time permanent basis;
- undertaking a PLATO/Learning Walk or gathering/reviewing student feedback - if the Tutor has worked for NMIT previously, working limited hours/FTE or is on a short fixed-term contract (hiring manager to discuss with POD to determine the need).

Interview Expenses

A Skype interview is preferable, however, in exceptional circumstances, reasonable travel expenses may be reimbursed to applicants travelling from outside the Nelson/Marlborough region to attend an interview, on presentation of appropriate receipts.

Interview expenses for overseas applicants applying for positions that have been advertised internationally will be addressed on a case-by-case basis in consultation with the Chief Executive.

In all cases, the travel costs will need to be funded out of the relevant department's budget.

Relocation Expenses

Hiring managers should budget for relocation expenses and include in the business case for approval. Payment of a relocation expense to the successful applicant remains at the discretion of the Chief Executive. A $1,500 limit will apply, unless otherwise agreed by the Chief Executive.

Any reimbursements will be based on the provision of appropriate receipts.
An employee who leaves NMIT within 12 months of appointment will be required to repay a portion or all of the relocation expenses they have received.

Appointment

No offer of employment (verbal, written or otherwise) will be made without the express approval of the Chief Executive. The Hiring Manager may verbally advise the individual that they are the preferred candidate and that an offer will be prepared for the CE to approve.

The Immigration Act prohibits NMIT from employing a foreign national who is not entitled to work for NMIT, no matter whether or not we know they are a foreign national. Therefore, appointments are also subject to the successful applicant providing POD with evidence of eligibility for employment in New Zealand and with NMIT (note that a work permit that is restricted to another employer does not provide eligibility for employment with NMIT). Should the period of eligibility for employment be restricted by the terms of an Immigration New Zealand document, then employment will cease at the end date specified in that document

Appointment to some roles (no matter whether the individual is new or returning to NMIT) will be subject to and conditional on NZ police vetting. This practice is required to be repeated at intervals dictated by the Children's Act.

All new employees will be placed on the mirror of the most relevant collective agreement for the first 30 days from commencement to allow them to decide whether they wish to join a union or go onto an Individual Employment Agreement.

Academic staff are required to complete a probation period of up to one year.

As a guide, <u>the average</u> timeline to recruit, select and appoint a new employee:

- Prepare, submit and obtain approval of business case – 1 week
- Advertising a vacancy – 2 weeks
- Short list and interview – 1 week
- Complete reference checks and other assessments – 1 week
- Prepare offer for approval and present offer to applicant – 1 week

The preferred applicant will generally have 10 days to consider the offer. Once the offer has been accepted, the applicant may then need to commence a notice period, which can range from two weeks to three months.

RESPONSIBILITIES

Chief Executive (CE)	• Has final decision-making authority on employment of all NMIT employees. • Appointment of a staff member requires approval from the CE or by those with formal delegated authority from the CE.
Curriculum Director	Reviews and approves relevant business case submissions.
Executive Director	Evaluates the need for a new role against the Programme Area/Team's strategic and business plans and budget before supporting a business case.

Hiring Manager	• Evaluates the need for the role against the team's strategic and business plans and budget before initiating the business case.
	• Reviews the job description and person specification.
	• Ensures a business case is submitted and approved.
	• Determines if a vacancy advertisement process is required, in consultation with People and Organisation Development if necessary.
	• Determines if direct appointment without an interview is appropriate, in consultation with People and Organisation Development.
	• Requests a waiver for advertising and direct appointment from the CE, via POD Manager.
	• Processes the incoming applicants as appropriate, including undertaking phone-screens to assist in short-listing for interview.
	• Selects an appropriate panel.
	• Determines the interview format, questions and if any assessments are required e.g. Microteach.
	• Ensures the selection process is objective, evidence-based, carried out effectively and efficiently and recruits the best possible candidate for NMIT.
	• Ensure the NMIT Child Protection Policy is adhered to and that Relevant Safety Checks are carried out.
	• Contacts referees to verify references
	• Makes the verbal offer to any appointee after confirmation that the recommendation has been approved by the CE.
	• Advises unsuccessful applicants of the outcome of their interviews as soon as possible after the interview.
	• Ensures resources are in place for the appointee's start date and coordinates the induction of the appointee.
Panel Members	• Undertake an objective assessment of the best candidate for NMIT.
	• Understands the critical factors and the need to apply the same selection criteria to all applicants.
POD Manager	• Undertake an objective job evaluation of new/substantially changed jobs to determine appropriate job size and salary range for Business Support roles.
	• Ensures the NMIT Child Protection Policy is adhered to and the Relevant Safety Checks are carried out.
	• Monitors, evaluates and reports on the staff appointment process to the Executive Directorate.
POD Team	• Guides hiring managers in best-practice approaches to recruitment and selection.
	• Provides employees with training and development in recruitment and selection.
	• Assists hiring managers to develop job descriptions, person specifications, interview questions and skill assessments as required.

	• May participate as an interview panel member as needed e.g. hard-to-fill position, inexperienced panel members.
	• Supports and monitors each recruitment process to ensure it adheres to a reasonable timeframe, NMIT policies and legislative obligations.
	• Ensures the NMIT Child Protection Policy is adhered to and that Relevant Safety Checks are carried out.

B – EQUAL EMPLOYMENT OPPORTUNITIES

PROCEDURE

Recruitment, Selection & Appointment

NMIT will work towards removing barriers of equal access to the Institute, its workforce and facilities by:

- Ensuring a culturally appropriate and equitable recruitment, selection and appointment process.
- Reviewing and addressing physical barriers at the Institute.
- Monitoring all job descriptions to ensure they are based on a systematic analysis of job requirements.
- Monitoring all person specifications to ensure they only include knowledge and skills essential to the position being filled.
- Monitoring all recruitment advertisements against the established standards to ensure that they:
    - o Are marketed in a way that meets the needs of designated or target groups, e.g. using a range of media in employee recruitment to ensure members of designated groups are reached.
    - o Include information on parental leave, study leave, flexibility of work hours, part-time employment opportunities etc. in recruitment literature.
    - o Ensure only recruitment consultancies committed to EEO are used by NMIT.
- POD Manager regularly reviews the interview and selection process to identify practices that disadvantage any specific group of applicants and amend them accordingly.
- Establishing guidelines for all members of interview panels on the use of culturally appropriate and inclusive interview techniques.
- Ensuring all members of interview panels are aware of NMIT's EEO policy (see ***Recruitment, Selection and Appointments Policy*** pg 6) and are able to apply the interview guidelines.
- From time to time, completing an analysis on randomly chosen selection process to identify whether a diverse range of applicants passes each stage of the process.
- Identifying and using structured interview questions that are relevant to the candidates' ability to do the job.

Education and Training

NMIT will bring about change through education by providing:

- Te Tiriti o Waitangi information for employees as part of their induction.
- Appropriate career counselling for all employees upon request.
- Appropriate professional development courses for all employees.
- EEO awareness sessions on request for full-time and proportional employees.
- A range of education courses that are non-discriminatory and incorporate inclusive language.
- Information or education sessions (as needed) for employees involved in selection panels on the use of culturally appropriate and non-discriminatory interview techniques.
- Employee education courses at times that employees can attend.
- Courses that meet the education needs of designated groups

Probation, Progression and Promotion

NMIT will ensure all employees are supported throughout their time at NMIT by ensuring:

- A supportive procedure to help their integration into the way the Institute operates (including probation for Academic Staff).
- Formal promotion policy and procedures that are based on properly analysed needs.
- Wide publication of the promotion of policy to managers and employees.
- All promotions are reviewed from time to time to ensure promotions are not limited to one particular group.

General

NMIT will support all employees, ensuring a safe and equitable working environment that recognises their individual differences and particular needs by:

- Establishing an inclusive language policy and requiring all written and verbal communications to use inclusive language.
- Requiring the POD Manager to action EEO complaints within five days of receipt.
- Completing an annual employee profile as baseline data for EEO initiatives (profile to include salary, length of service, gender, full-time/part-time status, permanent/temporary status).
- Acknowledging best practice of EEO within NMIT.

The Chief Executive will ensure the implementation of the EEO policy and procedures by:

- The development and implementation of an annual EEO plan.
- Allocating adequate resources to achieve EEO objectives.
- Monitoring the achievement of EEO objectives in all areas of NMIT.
- Ensuring that employees with a specific responsibility to support under-represented groups have access to supervision support and guidance from appropriate individuals.
- Addressing issues of noncompliance with the policy, non-achievement of objectives and complaints from employees.

-

C – STAFF MEMBER SALARY ASSESSMENT

PROCEDURE - ACADEMIC

Applies to all Academic Staff Members (ASMs), Senior Academic Staff Members (SASMs), and Principal Academic Staff Members (PASMs) - as defined in the current Collective Agreement - full-time, proportional and part-time.

Credits to Determine Full-Time Salary or Part-Time Hourly Rate

Credit will be given according to the guidelines below. Each full credit will be equivalent to one step on the ASM scale to a maximum of ASM 8. Part credits will be rounded.

The following will apply:

- 1, 2 or 3 credits corresponds to ASM step 1
- 4 credits corresponds to ASM step 2 etc.
- 10 or more credits corresponds to ASM step 8

		CREDITS
1.	*Previous full-time employment in teaching or adult education within the last ten years:*	
1.1	Tertiary, if subject area relevant	1 credit per year
1.2	Tertiary, if subject area not relevant	0.5 credit per year
1.3	Primary, Pre-school, Secondary Teacher/Adult Education if subject area relevant	0.5 credit per year
1.4	Primary, Pre-school, Secondary Teacher/Adult Education if subject area not relevant	0.25 credit per year
*NOTE***:**	a) The total credits for 1 above will not exceed 4 credits. b) Previous tertiary education tutoring to be aggregated and credit given for full or part years served based on one year for 825 timetabled teaching hours. c) Tertiary teaching experience that occurred more than ten years previously will be recorded at 0.25 credits per year up to a maximum of 1 credit.	
2.	*Previous full-time employment **relevant to the position**.* Service within previous 10 years (0.5 per year)	Up to 3 credits

3.	*Required qualifications (Degree/Diploma/Trade etc.) as specified in the person specification*. Up to 2 credits for one qualification and up to 3 credits for 2 or more qualifications.	Up to 3 credits
4.	*Relevant voluntary work* 0.25 equivalent year	Up to 1 credit
5.	*Life experience and/or special cultural attributes deemed relevant to the position*	Up to 1 credit
6.	*Internal relativity discretion*	Up to 1 credit
NOTE:	a) The Employer may pay above the assessed rate b) Not more than 1.0 credit may be claimed for any one year	

Part-Time Academic Staff Members

Hourly Rate:

At first appointment, part-time academic employees will be assessed at an hourly rate commensurate with their full-time and proportional colleagues.

Part-time academic employees will have one hourly rate at any time irrespective of where they teach within the Institute.

Weighting Factors

Weighting factors to reflect different work requirements will be determined and applied to the hourly rate where the employee's work involves timetabled teaching.

Part-time academic employees may have different weighting factors applied to their salary assessment depending on the programme on which they teach: e.g. part-time ASM Z for Programme X may be paid hourly rate A x weighting factor 1.5; for concurrent work on Programme Y Part-time ASM Z may be paid hourly rate A x weighting factor 1.3.

Programme Areas may choose to set a Programme Area weighting factor rather than a per programme factor.

Weighting factors should take account of:

o   the level of delivery
o   class size
o   curriculum stability
o   the degree of assessment required
o   administrative requirements
o   industry/community liaison
o   meeting attendance.

Weighting factors will be determined to achieve fair and equitable relativity with tenured employees doing comparable work.

Weighting factors are not applied to Contract for Service agreements.

APPENDIX A - *Guideline for Determining Weighting Factors.*

Market Rates/Allowance:

Notwithstanding the above clauses, higher starting salaries may be paid at the discretion of the CE to attract and retain the best person for any particular job. This discretion to be subject to the provisions of the market salary allowance clause in the Academic Staff Collective or Individual Employment Agreement.

Salary

Part-time academic staff pay will be calculated:

Step 1: Multiply the part-time ASM hourly rate (refer Collective Agreement) by the weighting factor.

Step 2: Add to the result of Step 1, any market rate that might apply.

Annual Review

Weighting factors and market rate allowances will be reviewed and approved by the Chief Executive from time to time and may increase or decrease depending upon movement in academic staff workloads, and/or the market.

Provisions for Appeal Regarding Outcome of Salary Assessment

Any appeal will first be made to the hiring manager.

A right of appeal, on procedural grounds only, may be addressed to POD Manager for consideration. (No right of appeal applies to annual weighting factors or market allowances). The POD Manager will review in conjunction with hiring manager and make recommendations to the Chief Executive whose decision will be final.

Any appeal under this clause must be brought within two weeks of the ASM being notified of the salary assessment.

PROCEDURE – BUSINESS SUPPORT

The hiring manager, in conjunction with POD Manager, will determine commencement salary of all non-academic staff members.

RESPONSIBILITIES

Hiring Manager	• considers the skills, qualifications and experience the individual brings to the role and determines, in conjunction with POD and in line with approved business case, the appropriate starting salary of the new employee.
Executive Director	• approves the salary rate once assessed if it is outside of approved budget/business case.

D – STAFF INDUCTION

PROCEDURE

1. On appointment, all new staff will be provided with written notification of reporting time, place of work and the name of their line manager.

2. The line manager prepares an appropriate induction programme tailored to the role the staff member is to perform. This will include institute-wide as well as job specific information. It may also include information related to any training requirements or an explanation of any required probationary period if applicable.

3. **On the first day** - line manager meets with the new staff member for an orientation to the role and the campus. The line manager will provide the new staff member with the essential tools and contact information for key people. Time will be allocated for the new staff member to complete the online Health and Safety induction module if not already done prior to commencement.

   The line manager will complete the Health and Safety checklist with the new staff member and upload the completed document onto Assura.

4. **Within the first few weeks** – the new staff member will participate in a range of meet and greet sessions with key people as identified by the line manager, and will be introduced to relevant systems, processes, policies and procedures.

5. **Within the first month** – the line manager will meet with the new staff member to discuss how performance is monitored and assessed. This will include discussing key individual and team objectives, expectations and specific details related to the role the team member is employed to do and how these link together.

6. **Within the first few months** – the new employee will be invited to attend a morning/afternoon tea, which provides an opportunity to meet senior leaders and other new team members.

7. **Within the first few months** - a copy of the Induction Programme must be provided to POD to be placed on the new employees' e-file.

8. In the event a staff member is employed in a different work area within the institute, the respective line manager will complete a role/area specific induction, including a new health and safety checklist and upload to Assura.

9. CFS Individuals will need to undergo an appropriate orientation as directed by their respective manager.

PROCEDURE

- **Probation Period** - Upon initial appointment, both tenured ASMs and limited-tenured ASMs will be placed on up to 12 months' probation, unless a shorter probation period is approved (refer to Variation to Probation below).

- **Probation Requirements** - Unless a "Variation to Probation" is approved, ASMs on probation will:
  - not start beyond salary step 8 of an ASM Employment Agreement and not be eligible for annual grade increments under that agreement;
  - have a maximum teaching load of 0.8 FTE;
  - use up to three weeks of discretionary leave for tutor training;
  - use up to five days of professional development time for tutor training.

  ASMs will, by the end of the probation period:

  - demonstrate up-to-date subject knowledge;
  - create positive working relationships with the team;
  - comply with job description requirements;
  - successfully complete, or gain by Recognition of Academic Credit, a minimum of 30 credits of the NZCATT (Level 5) and/or the NZCALNE (Level 5), from the following courses:

    - ✓ NZCATT/NZCALNE - **Learner Centred Practice** ATT501 Level 5 (20 Credits) (*Learner Centred Practice is the pre-requisite for the other courses and must be completed first*);

    - ✓ Plus **Teaching Approaches for Learner Success** ATT502 Level 5 (10 credits)

  - The following courses make up the balance of the NZCATT qualification:

    - ✓ **Assessment and Moderation** ATT503 Level 5 (15 credits)
    - ✓ **Perspectives on Teaching and Learning** ATT504 Level 5 (15 credits)
  - A tutor teaching at levels 1 to 3 may be required, during the probationary period, to complete NZCALNE (NZ Certificate in Adult Literacy and Numeracy Education) which includes the above-mentioned Learner Centred Practice (ATT501) plus Embedding Literacy and Numeracy Level 5 (20 credits). This will be discussed with the tutor and determined by the manager in conjunction with the Learning Innovation Coach.

- **Variation to Probation** – The probation period may be reduced by up to 9 months for ASMs appointed at salary step 8 and who hold an adult teaching qualification at least equivalent to NZCATT.

  ASMs may be appointed beyond salary step 8 and have a probation period of a minimum of three months, where the employee has:

  - completed at least four years full-time teaching service at other Tertiary institutes (in New Zealand or overseas) immediately prior to appointment at NMIT (evidence to be provided and assessed by the hiring manager in conjunction with POD), and;
  - been on a salary range beyond step 8 at those tertiary institutes (evidence to be provided), and;
  - holds a Master's degree or a higher qualification (copy to be provided), and;
  - holds an adult teaching qualification at least equivalent to the former ARA CTLT (Level 5) or current NZCATT (Level 5).

The maximum teaching load of 0.8 FTE only applies until the end of probation even if the probation period is less than 12 months.

- **Expectations beyond probation for ASMs** – By the end of the second year of appointment, ASMs are **expected** to have successfully completed, or gained by Recognition of Academic Credit, the remaining courses in the NZCATT (Level 5) programme - i.e. to have gained all 60 credits and be granted the full qualification. The completion of the NZCALNE (Level 5) is optional, but highly recommended for tutors teaching at Level 1 to 3.

- **Progression** - To progress from salary step 8 to step 9 in the ASM Employment Agreement ASMs **must** have successfully completed the NZCATT (Level 5) qualification (or equivalent).

- **Review of Probation Requirements** - Three formal reviews are to be scheduled in advance at 3, 6 and 12 months from commencement of probation period. The agreed requirements of probation along with the expectations of the manager and Employee and the performance of the Employee during the probation period should be considered. A written record of each review will be retained on the Employee's personal file with a copy to the Employee. The review record must include actions to be taken to address any unsatisfactory performance and the possible outcomes if performance standards are not achieved; for example, that appointment may not be confirmed.

- **Probation requirements not met** - the manager is to consult with the POD Manager.

RESPONSIBILITIES

Chief Executive	• Can grant and approve equivalence on a case-by-case basis.
Curriculum Manager (CM)	• Explain the Probation Requirements to the employee and to initiate the Probation Forms. • Complete and record in writing three formal reviews with the employee during the probation period. Approve satisfactory completion of Probation Requirements and confirm the appointment.
CM in consultation with POD Manager	When considering probation requirements the options available are to extend, terminate or confirm the appointment.

F – PROFESSORIAL APPOINTMENTS

PROCEDURE

- **Establishment of Positions** - Managers wishing to establish a position at the level of Professor or Associate Professor within their Programme Area must submit a plan for consideration to the Chief Executive, who may approve such a position after having received advice from the Professorial Appointments Committee. Notwithstanding the above, if at any time the Chief Executive considers that it is in the interests of NMIT to establish a position at the level of Professor or Associate Professor then the Chief Executive may do so.

- **Promotion to Positions** - at the direction of the Chief Executive the Professorial Appointments Committee will call for applications from NMIT staff for promotion to Professor or Associate Professor, if necessary, specifying the number of positions available and the academic areas where they may be held. The Committee will give notice calling for applications at least two months prior to the meeting at which they will be considered.

- **Professorial Appointments Committee** will comprise:
    - Executive Director (may be joined by the Executive Director Māori);
    - POD Manager;
    - Research Manager;
    - One Academic Board member;
    - One or more senior academic staff member (SASM) (either internal or external to NMIT) as appropriate to the applications under consideration at the time;
    - At least one external Professor or Associate Professor of another institution, who may participate for their specific knowledge of the candidate's discipline, and who will comment on applications and nominations, and partake in the Committee's discussions.

The Chief Executive will have ex-officio membership of the Committee.

The Committee will have the power to determine its processes.

Processes must be robust, transparent and ensure consistency of outcomes is maintained.

The Professorial Appointments Committee will meet as required.

The Committee will provide advice on policy and process to the Chief Executive.

Quorum for the Professorial Appointments Committee will be four members.

- **Criteria for Appointment** - the following four areas of achievement are considered when an appointment to Professor or Associate Professor is under consideration:
    - Academic Leadership
    - Research and/or Scholarship Leadership
    - Learning and Teaching Leadership
    - Practice Leadership

The Professorial Appointments Committee's considerations will be subject to the criteria noted in:

APPENDIX B - *Requirements for Professor*

APPENDIX C - *Requirements for Associate Professor*

Quality of leadership, general standing in the academic area and, where referees who will themselves be people of distinction within the academic area and may be approached by NMIT on the application of the

candidate will attest required, professional contributions. NMIT may make such additional enquiries and appoint any additional referees as it decides are necessary.

Referees' reports will be the private documents of the Professorial Appointments Committee. In making application for appointment as Professor or Associate Professor, the candidate agrees to waive all rights to view referees' reports or be advised of their contents.

Applications will be submitted in the manner prescribed by the Professorial Appointment Committee, as set out in this policy.

Negotiation of new terms and conditions of Employment - the relevant Manager will be responsible for negotiating new terms and conditions of employment (including salary) with the successful candidate.

Appeals – there is no right of appeal, unless an appeal is as a result of a particular failure in procedure or process that is so substantial that it may have affected the outcome decision.

- o **Appeals Committee -** may be formed comprising three senior staff as appointed by the Chief Executive, one of whom will be a Principal Academic Staff Member (PASM) at NMIT.

  In addition, the Chief Executive may appoint a senior academic adviser external to NMIT to be a member of the Appeals Committee.

  At least one member of the Professorial Appointments Committee that originally evaluated the application will contribute to Appeals Committee deliberations.

  The proceedings of the Appeals Committee will be confidential and privileged.

- o **Application for appeal** - must be submitted to the Chair of the Professorial Appointments Committee no later than five working days after the applicant has been advised in writing that their application for promotion has been unsuccessful.

  The Chair will advise the Chief Executive of the appeal and the Chief Executive will convene the Appeals Committee.

  An application for appeal must clearly state the reasons for the appeal.

  The Chair of the Appeals Committee will promptly consider the application to appeal and advise the applicant in writing of the decision to grant the application to appeal.

  If an application to appeal is granted, the applicant may withdraw the appeal at any time prior to the date of the appeal hearing.

- o **Appeal Procedure** - Appeals Committee will consider the appeal within 10 working days of the appeal being received.
  The Appeals Committee would normally expect the applicant to appear in person at the appeal hearing.

  The Appeals Committee will decide whether to recommend upholding, reviewing or overriding the Professorial Appointments Committee's decision.

  The Appeals Committee will communicate its recommendation to the Chief Executive.

  Where the Chief Executive decides that the original decision be changed, the Professorial Appointment Committee will confirm the position.

The decision of the Appeals Committee will be final.

RESPONSIBILITIES

Chief Executive	Appoints Professors and Associate Professors, on advice of the Professorial Appointment Committee. Determines the number of Professors and Associate Professors that will be appointed
Professorial Appointment Committee	Advises the CE on suitable appointments to Professor or Associate Professor, when the appropriate criteria are met.

REFERENCES

INTERNAL

Academic and Allied Collective Employment Agreements [available on POD site, Polly, NMIT Intranet]
Academic Statute [s 1-7]
Child Protection Policy
NMIT's Induction Programme Template
SnapHire Managers Guide
Staff Charter
Staff Misconduct Procedure
Treaty of Waitangi Policy

EXTERNAL

Children's Act 2014
Employment Relations Amendment Act 2018
Human Rights Act 1993
Immigration Act 2009
Privacy Act 1993
State Services Commission
State Sector Amendment Act no 20 (as of 1 July 2017)

APPENDICES

APPENDIX ONE: GUIDELINES FOR WEIGHTING FACTORS
APPENDIX TWO: REQUIREMENTS FOR PROFESSOR
APPENDIX THREE: REQUIREMENTS FOR ASSOCIATE PROFESSOR

APPENDIX A – GUIDELINES FOR WEIGHTING FACTORS

Minimum weighting factor for each timetabled teaching hour	Activity
1.2	Teaching to a prescribed scheme of work, with limited preparation, and no follow up marking or assessment required outside of the classroom, e.g. pottery classes, welding classes where full-time tutorial or general staff prepare materials in advance. Tutors will however be responsible for planning lessons and liaising with staff to ensure materials needed are available. Follow-up work average fifteen minutes for each hour of teaching.
1.3	Teaching to a prescribed scheme of work, with limited preparation, and follow-up marking required outside of the classroom. Follow up work will average 25 minutes for each hour of teaching.
1.4	Teaching to a prescription, which is not detailed on a lesson-by-lesson basis. The tutor is required to develop a lesson-by-lesson programme. Follow-up work outside the classroom may be required, and will average 30 minutes for each hour of teaching.
1.5	Teaching to a prescription, which is developed by the tutor. Follow-up, or preparatory work will average 40 minutes for each hour of teaching. Tutors are required to take charge of assessment including preparing examinations, marking schedules, and marking examinations.
1.6	Teaching to a prescription, which is developed by the tutor. Lesson preparation may involve research on particular topics. Tutors are required to take charge of assessments including preparing examination papers, marking schedules and marking papers, and be involved in school meetings to discuss grades, and general progress of students. Follow-up or preparatory work will not exceed 50 minutes for each hour of teaching.

The relevant Executive Director must approve any factor of 1.7 or greater with specific responsibilities clearly documented.

Note that a multiplying factor of 1.74 is equivalent to a full-time salary and therefore a full-time equivalent workload.

Minimum Qualification: Usually a Doctorate and not less than a Masters.

Candidates for Professor are expected to have met the requirements for appointment at the level of Associate Professor. They are also expected to have international recognition and a reputation as a leader in their discipline. To this end they will provide evidence of the performance in the areas as defined below, considered over the last seven years.

Excellence in three of the categories MUST be demonstrated; and must include excellence in Academic Leadership, Research and/or Scholarship Leadership; the fourth category must be at least satisfactory.

ACADEMIC LEADERSHIP which may be demonstrated by:	RESEARCH and/or SCHOLARSHIP LEADERSHIP which may be demonstrated by:
• Leading curriculum development, including programme development and review • Significant discipline leadership • Effective leadership of academic teams • Effective leadership of academic projects/committees • Significant contribution to and membership of academic projects/committees, at faculty and institutional level • Leadership in strategy, policy and strategic reviews • Contribution to entrepreneurial activities • Leading national projects • Participation in national and international projects • Consultancy re discipline or academic leadership • Inter-institutional collaboration with academic disciplines • Contribution to the implementation of institutional or professional policies • Leadership in engagement with external communities • Contributions towards critique and improvement of society.	• International reputation • Leadership of research teams • Leadership of research for discipline / department • Extent and quality of research quality and research outputs, including international standing • Publication of research-based books / reports • Commissioned reports • Scholarly standing • Reports on consultancies involving work of academic significance • Exhibition and performance of creative work • Significant and continuing contribution to body of knowledge or development of discipline • A reputation which attracts students and staff • Establishment of inter-institutional research collaboration • Record of achievement of transfer and application of research to industry, the professions and the community • Successful applications for patents or licences based on original research • Invitations to speak at international conferences • Reviewer for peer-reviewed journal • Editor / editorial board for peer-reviewed journal
PRACTICE LEADERSHIP which may be demonstrated by:	LEARNING and TEACHING LEADERSHIP which may be demonstrated by:
• International reputation and leadership within profession / industry / community • Major consultancy contracts • Significant networks across profession / industry / community • Significant contribution to leadership and development of professional activities	• Exemplary teaching performance • Ability to maximise student success and intellectual independence • Leading innovations in course design, teaching, assessment and evaluation • Leading improvements in teaching / facilitation, assessment and evaluation

• Public recognition of community / professional service • External awards, fellowships • Significant contribution to profession / industry through effective working group, or committee leadership • Contributions to clinical practice of demonstrable academic significance • Membership of professional associations	• Application of personal research and scholarship to improve teaching (content and process) and learning • Institutional and/ or external awards for teaching • Participation in and facilitation of professional development • Primary supervision to completion at Masters and Doctorate level (if appropriate to the discipline) • Examination of Masters or Doctoral theses, internal and external

Minimum qualification: Usually a Doctorate and not less than a Masters.

Candidates for Associate Professor are expected to have met the requirements for appointment at the level of Principal Academic Staff Member. In addition they are also expected to have at least national recognition and a reputation as a leader in their discipline. To this end they will provide evidence of performance in the following considered over the last five years.

Excellence MUST be demonstrated in two areas as defined below and at least satisfactory performance in other categories, if applicable to the role.

ACADEMIC LEADERSHIP which may be demonstrated by:	RESEARCH and/or SCHOLARSHIP LEADERSHIP which may be demonstrated by:
• Leading curriculum development, including programme development and review • Initiation, development and improvement of courses • Effective leadership of academic projects/committees • Leadership of institutional reviews • Active contribution to and membership of academic projects/committees, including faculty and institutional working groups and committees • Participation in national projects • Leadership in engagement with external communities	• Established reputation • Research outputs at national/international level, including joint and individual publications • Publication of refereed journal articles or their equivalent • Refereed conference presentations • Exhibition and performance of creative work • Technology transfer and consultancy • External grant income • Demonstrated research community networking • Impact on industry / professional practice • Mentoring new researchers • Collaboration within / across disciplines • External awards, national and international • Reviewer for peer-reviewed journal • Editor/editorial board for peer-reviewed journal
PRACTICE LEADERSHIP which may be demonstrated by:	**LEARNING and TEACHING LEADERSHIP** which may be demonstrated by:
• Established national reputation within profession / industry / community • Consultancy contracts • Networking across profession / industry / community • Record of professional service • Demonstrated collaboration / impact on industry • Demonstrated leadership and record of action of professional l practice • External awards, national and international • Service contribution to profession / industry through effective working group, or committee leadership • Involvement in activities of professional bodies • Membership of professional associations	• Exemplary teaching performance • Ability to maximise student success and intellectual independence • Use of teaching strategies to engage diverse learners • Use of appropriate learning technologies Innovation in course design, teaching / facilitation, assessment and evaluation • Critical engagement in making improvements in teaching/ facilitation, assessment and evaluation • Application of personal research and scholarship to teaching and learning • Institutional and/ or external awards for teaching • Participation in professional development • Facilitation of professional development opportunities • Primary supervision to completion at Masters level

	- Supervision to Completion at Doctoral level - Writing of text books - Examination of Master theses