

## People and Culture Management

First Produced:	1993	Authorisation:	Te Kāhui Manukura (TKM)
Current Version:	29/08/2025	Officer Responsible:	Director - People and Culture (P&C)
Past Revisions:	27/11/98, 26/10/01, 15/02/02, 23/07/04, 12/08/09, 11/12/12, 07/02/17, 02/04/20, 30/03/21		
Review Cycle:	3 years		
Applies From:	Immediately		

# 1 Introduction

## 1.1 Purpose

This policy, along with the other policies and procedures related to People and Culture (P&C), creates the means to manage Ara Institute of Canterbury (Ara) colleagues fairly and consistently. Key influences on P&C policies are the organisation's purpose, values – kaupapa, and the strategic plan.

## 1.2 Scope and Application

The policy applies to all colleagues other than the Chief Executive (CE) who is appointed by and answers to the Ara Council.

## 1.3 Formal Delegations

- a The Chief Executive has statutory responsibility (Education and Training Act 2020) as the employer of all colleagues in Ara.
- b The Director – People and Culture (P&C), supported by Chief Executive, has specific delegations regarding collective employment agreement negotiations, remuneration and other employment matters.
- c Managers are responsible and accountable for decisions made within their delegations.

### Related Legislation and their Amendments

- [Education and Training Act 2020](#)
- [Employment Relations Act 2000](#)
- [Human Rights Act 1993](#)
- [Privacy Act 2020](#)
- [Holidays Act 2003](#)
- [Child Support Act 1991](#)
- [District Courts Act 2016](#)
- [Summary of Proceedings Act, 1957](#)
- [Equal Pay Act 1972](#)
- [Income Tax Act 2007](#)
- [KiwiSaver Act 2006](#)
- [Parental Leave and Employment Protection Act 2002](#)
- [Social Security Amendment Act 2007](#)
- [Student Loan Scheme Act 2011](#)

### Related Ara Policies

- [CPP208 Resolving Employee Performance and Conduct Issues](#)
- [CPP213 Recruitment, Selection and Appointment](#)
- [CPP215 Four for Five](#)
- [CPP216 Leave Management](#)
- [CPP217 Professional/Capability Development](#)
- [CPP218 Induction](#)
- [CPP219 End of Employment](#)
- [CPP222 Addressing Bullying, Harassment and Discrimination](#)
- [CPP501 Health & Safety](#)

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<ul style="list-style-type: none"> <li>• <a href="#">Tax Administration Act 1994</a></li> <li>• <a href="#">Wages Protection Act 1983</a></li> <li>• <a href="#">Health and Safety in Employment Act 1992</a></li> <li>• Children's Act 2014</li> <li>• <a href="#">Domestic Violence-Victims' Protection Act 2018</a></li> </ul>	
<p><b>Related Ara Procedures and Forms</b> (Links provided where available)</p> <ul style="list-style-type: none"> <li>• <a href="#">Ara Employment Agreements</a></li> <li>• People and Culture Delegations Schedule</li> <li>• Capability Frameworks</li> <li>• <a href="#">CPP208a Staff complaints about staff process flowchart</a></li> <li>• <a href="#">CPP208b Staff complaints about students process flowchart</a></li> <li>• <a href="#">CPP222a Guidelines to assist with addressing bullying, harassment and discrimination</a></li> <li>• <a href="#">CPP222b Examples of Bullying</a></li> <li>• <a href="#">CPP222c Examples of Harassment</a></li> <li>• <a href="#">CPP222d Unlawful Discrimination</a></li> <li>• <a href="#">CPP222e Examples of Victimisation</a></li> </ul>	<p><b>Good Practice Guidelines</b></p> <ul style="list-style-type: none"> <li>• Feedback</li> <li>• Valuable Conversations</li> </ul>
<p><b>Notes</b></p> <p>P&amp;C activities that have separate policy and procedures are listed under Related Ara Policies above. P&amp;C activities that do not warrant a separate policy but need prescribed procedures are included in the Associated Procedures section of this policy.</p> <p>Management and colleagues may seek further advice regarding any of the information in this Policy from:</p> <ul style="list-style-type: none"> <li>▪ their immediate supervisor the designated P&amp;C Business Partner for their area</li> <li>▪ P&amp;C team</li> <li>▪ Waituhi</li> </ul>	

## 2 Principles

- 2.1 P&C Management procedures will be fair and equitable.
- 2.2 Due attention will be given to both Ara requirements and the needs of colleagues.
- 2.3 Ara is responsible for providing reasonable working conditions and resources that enable colleagues 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 colleagues' capability.

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

Contents:	3.1	Job Titles
	3.2	Academic Probation
	3.3	Allowances
	3.4	Collective Employment Agreements
	3.5	Remuneration
	3.6	Provision of References

#### 3.1 General

- 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 P&C.
- 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; Portfolio Manager – Applied Engineering and Computing, Dean of Faculty – Applied Technology, Director – Ako Excellence.
- c Changes of title or new titles must be approved by the Chief Executive in consultation with the Director – P&C.
- d Academic Positions
  - i The generic title “academic staff” is used for colleagues employed in teaching, teaching/research, or closely related positions.
  - ii Teaching colleagues 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 colleague’s positions are developed at Department level and approved by the P&C Business Partners, who have the final authority to determine the job title, in consultation with the relevant Director.
  - 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
  - i A title which includes the term “Manager”, “Leader”, “Chief”, “Deputy”, “Associate”, “Director” or “Head” requires the approval of the Chief Executive in consultation with the Director – P&C 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.

#### 3.2 Academic Probation

- a Academic probation periods for academic colleagues are established in accordance with the colleague’s employment agreement.

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- b The duration of the probationary period is dependent on the relevant experience and skill set of the colleague.
- c Academic probation in the Ara context takes the form of 'Academic Induction' which may result in a 20% reduction in teaching time to allow for teaching training or any other professional development that may be deemed as required by Ara. Academic colleagues will have access to opportunities for feedback and performance reporting throughout the period of probation as per the terms of the relevant collective agreements.
- d Academic induction probationary periods will last for a period not exceeding 12 months
- e Academic probationary periods are also subject to any legislative restrictions that may exist.
- f The decision as to duration is made by P&C Business Partners in consultation with the line manager and specified in the appointment letter provided to the colleague.
- g The manager of the colleague on trial or probation is responsible for ensuring that all reporting and feedback requirements are met. The reporting forms are available on Waituhi.
- h Additional information about trial or probation is available from P&C.

### **3.3 Allowances**

- a Allowances, such as meal allowances, are paid to colleagues 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 P&C.

### **3.4 Employment Agreements**

- a The Director - P&C supported by the Head of People and Employment 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 colleagues by developing and promoting good faith relationships and actions as defined in the Employment Relations Act (2000).
- c Ara colleagues are required to act in good faith in their dealings with Ara management.

### **3.5 Remuneration**

- a Starting grades/salary ranges are established by P&C, informed by internal and external relativities, progression tables within employment agreements and Ara's remuneration strategy, depending on the role.
- b All roles should be sized by P&C when job descriptions are written and/or modified and prior to advertising. Led by P&C Business Partners, this includes the setting of starting salaries within those grades/ranges. Directors may provide feedback on this process. The CE sets the starting salary for Directors.
- c Exceptions to remuneration parameters are to be approved by the Director, P&C for roles reporting to department leadership roles. Exceptions to remuneration parameters for roles reporting to Directors are to be approved by the CE.

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### 3.6 Provision of References

- a Ara colleagues may act as verbal referees for a colleague for internal and external positions, provided they have first-hand knowledge of the person's relevant skills, expertise and/or work history. Line managers and colleagues who have first-hand knowledge of the person's relevant skills, experience and/or work history may provide personal written references for colleagues, however Ara letterhead is not to be used.
- b A Statement of Service detailing roles held, and dates of employment can be provided by P&C.