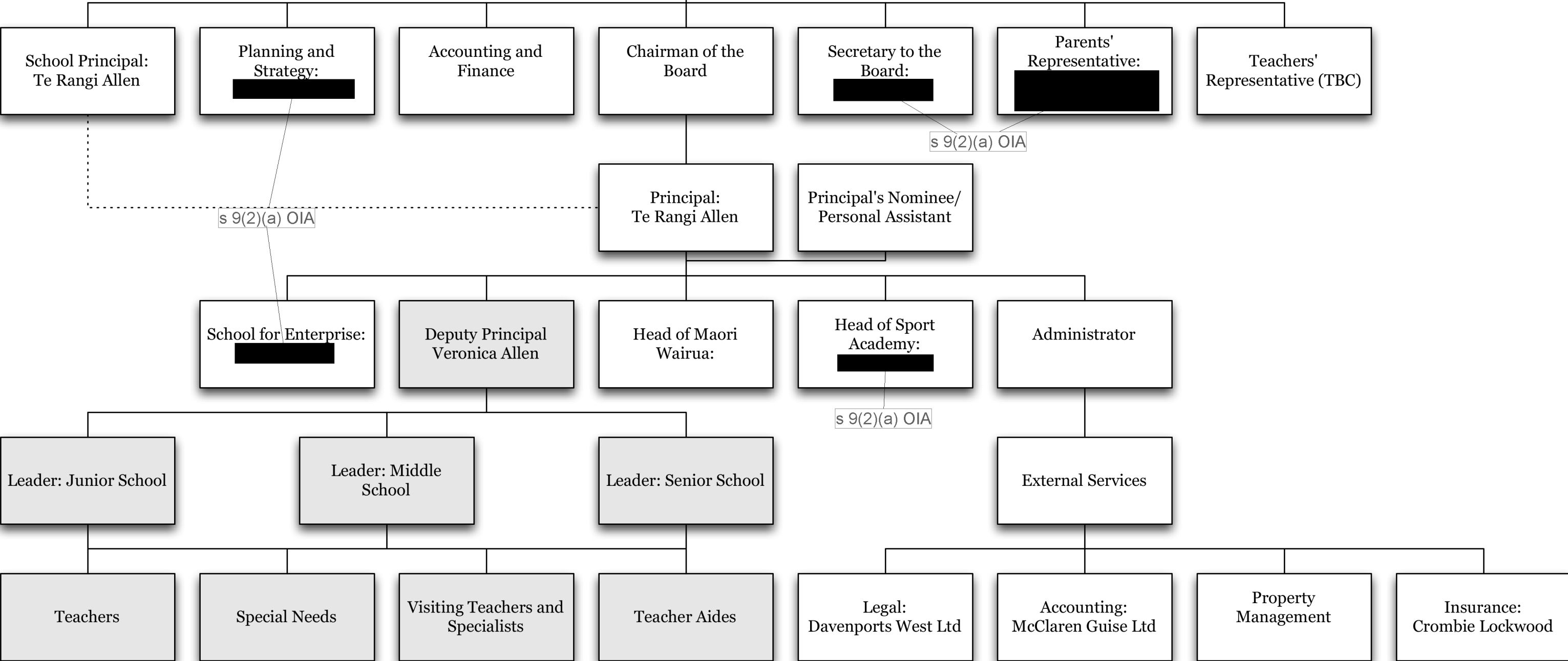


**BOARD OF GOVERNORS:
NGĀ KĀKANO CHRISTIAN REO RUA KURA**



Ngā Kākano o te Kaihanga Board of Trustees Policy

Rationale

This policy outlines the procedures to be used by our school in the management and control of our financial resources.

Objectives

- To utilise our financial resources in achieving the goals and objectives set out in the School Charter.
- To maintain accountability for the control of our financial resources.

1. Finance Committee

- a) A Finance Committee will be appointed by the Board of Trustees.
- b) This committee will be responsible for the implementation of financial policy and management.
- c) The committee will comprise:
 - i. The Board of Trustees Treasurer
 - ii. The Principal
 - iii. The Office Manager.

2. Consultancy advice

- a) The Board of Trustees recognises that it may not always have access to financial expertise within the community. If the need arises, appropriate resources will be obtained from financial consultants.

3. Bank accounts and investment policy

- a) Only one cheque account will be maintained by the school. This account will be used for the receipt of all income and for the payment of all accounts.
- b) The account will be kept with a registered bank.
- c) Sufficient funds are to be maintained to meet all obligations.
- d) Funds surplus to day to day operations are to be transferred to an Interest Bearing Account with a registered bank in order to maximize the return on interest.
- e) Cheques will be signed by any of the two following people:
 - i. The Office Manager and
 - ii. The Principal or Deputy Principal.

4. Internet Banking

- a) Online banking transactions will be authorised by the Principal and administered by the Office Manager.
- b) The Office Manager and the Principal will have passwords for access into the Business Online account.
- c) Online banking payments will only be made from the school's 00 account

5. Budgeting

- a) Each year the finance Committee will prepare a financial plan which identifies – wages, staff leave, property maintenance and purchases of assets, resources and provisions and materials to support teaching and learning.
- b) Each year the Finance Committee will prepare an operating budget and a capital budget. This must have staff input.
- c) Charter goals and objectives and the views of Staff, Board and the School Community will be considered when preparing the budgets and financial plan.
- d) The Board of Trustees is to make adequate provision to meet its commitment to the long-term financial plan.
- e) Drafts of the budgets and financial plan will be presented to the Board and staff in November. Both drafts should be finalised and approved at the December Board meeting.
- f) Budgets will be reviewed by the Finance Committee each June or July. The outcome, including any recommendations for amendments, will be reported to the Board's July or August meeting.

6. Ordering

- a) Ordering of goods and services is the responsibility of the Principal, who may delegate all or part of this function to others.

7. Authorisations

- a) Accounts are to be authorised for payment by the Principal.
- b) Expenditure is to be contained within the annual budget and total monthly expenditure contained within the monthly cash flow budget.
- c) Expenditure outside of budget requires the approval of the Board of Trustees.

8. Reporting

- a) Regular reporting is to be provided to the Board of Trustees on the status of our financial resources.
- b) The Treasurer is required to report on any significant expenditure outside budget, and if investments fall below the level needed for the financial plan.
- c) Annual reports are to be produced in accordance with the requirements of Public Sector Accounting Concepts.
- d) The financial year will end on the 31st December.

9. Audit

- a) Accounts will be audited annually by the Auditors appointed by the Board of Trustees.
- b) The Audit report will be presented to the Board of Trustees at the May meeting.
- c) The Treasurer, or his/her appointed nominee, is responsible to check the internal procedures are being followed and that income/accounts are being coded to the correct budget categories. This will be checked monthly on receipt of this information from the Office Manager.

10. Fundraising

- a) As a general statement of direction the Board of Trustees has agreed that normal operational costs should be met from operations grant monies.
- b) Expenditure of the funds raised by the School Council for the school – will be determined in consultation with the School Board of Trustees and Principal and reflect goals and priorities identified in School Charter and Annual Plan.

11. Procedures

- a) All income and expenditure shall be passed through the bank account.
- b) All income must be supported by completed receipts or advice of monies received. All payments must be supported by an invoice or other descriptive documents.
- c) All accounting records must be retained for seven years in order to comply with taxation requirements.
- d) Control and management of the day-to-day accounting system is the responsibility of the Principal and Office Manager.
- e) It is expected that the daily operational functions will be delegated to the Office Manager who will ensure that the following are done. Tasks may be delegated to Office Assistant.
 - i. Attend to the collection, receipting, recording and banking of all cash.
 - ii. Monitor the cheque account balance and arrange for transfer of funds to/from as required.
 - iii. Ensure all invoices are authorised prior to payment.
 - iv. Prepare accounts for payment and code correctly.
 - v. Prepare bank account reconciliations.

12. Assets and reserves

- a) Assets are defined as items or groups of items costing at least \$500 (GST excl.) and with a life expectancy of at least two years.

13. Policy review

- a) This policy shall be reviewed Bi Annually.

Reviewed March 2013. Next review date March 2014.

PROPOSED ENROLMENT TARGETS

Year Level	Student Numbers							
	2012 As at 31/12/2013	2013 As at 11/4/2013	2014	2015	2016	2017	2018	At Capacity
1	2	4	8	8	10	10	10	10
2	9	9	9	10	10	13	15	15
3	6	6	11	11	12	12	15	15
4	3	3	8	13	13	14	15	15
5	3	3	10	10	15	15	16	16
6	5	5	7	12	12	16	16	16
7	10	9	10	12	14	14	16	16
8	6	7	10	12	14	16	16	16
9	3	6	8	12	14	16	16	16
10	6	7	8	12	14	16	16	16
11	3	4	8	10	14	16	16	16
12	4	5	6	10	12	16	16	16
13	9	6	7	8	12	14	17	17
TOTALS:	69	74	110	140	166	188	200	200

Our current facilities have the capacity for 110 students in 2014.

Plans are underway to secure land in the Waitakere region and construct purpose-built school buildings to accommodate 250 students. This will be externally funded through philanthropists and our business community.

REASONING

Year 1

In 2012 and 2013 student numbers in this Yr level have been kept low due to staff ratio. From 2014 we will lift the cap to allow 80% capacity.

Year 2

In 2012 and 2013 the student numbers have remained steady in this year level. From 2014 we will slowly increase the capacity of this year level, increasing it incrementally. This takes into account the students coming through from Yr1 level plus 2 new to school students.

Year 3

Yr3 has been steady at 6 students each year. From 2014 we will increase capacity to allow all Yr2 students coming through + 2 new to school students each year.

Year 4

Yr4 has been steady at 3 students each year. From 2014 we will increase capacity to allow all Yr3 students coming through + 2 new to school students each year.

Year 5

Yr5 has been steady at 3 students each year. In 2013 we will perform marketing targeting this age group to increase student numbers at this year level to 62% capacity, then increasing thereafter through Yr4 students coming through + 2 new to school students each year.

Year 6

Yr6 has been steady at 5 students each year. In 2013 we will perform marketing targeting this age group to increase student numbers at this year level to 60% capacity, then increasing thereafter through Yr4 students coming through + 2 new to school students each year.

Year 7

History shows we get an influx of Yr7 students, we will maintain gradual increase in this year level till it reaches capacity of 17 students.

Year 8

We will increase student numbers to 10 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Year 9

We will increase student numbers to 8 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Year 10

We will increase student numbers to 8 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Year 11

We will increase student numbers to 8 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Year 12

We will increase student numbers to 7 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Year 13

We will increase student numbers to 7 at this year level in 2014, increasing it incrementally by two each year after that until it reaches capacity.

Duties

General Responsibilities:

1. The Principal will provide focused leadership and direction in line with Hebron Christian College's Mission Statement.
2. Short and long term planning – strategic planning
3. Uphold the aims and objectives of the school and thus develop and maintain a school that is thoroughly Christian.
4. The Principal will promote, develop and monitor all aspects of the School's activities as delegated by the School Board.
5. The Principal will strive for excellence in delivery in all areas of the educational programme.
6. As administration leader he is responsible for order and efficient operation for all organisational systems.
7. Researching and dissemination of Christian & secular educational, theories, developments and advancements/reforms.

RESPONSIBILITIES TO SCHOOL BOARD:

1. Attend monthly School Board meetings and give a Principal's Report on issues such as the roll, staffing, events, curriculum, equipment needs, property, and other matters requiring Board consideration.
2. Advise/report on school budget and control of expenditure as per Board budget.
3. Staff appraisals and assessments
4. Assist Board in advertising staff vacancies, employment of new staff & signing of employment contracts.
5. Planning school yearly calendar
6. Planning of school camps and overseas trips and gaining of Board permission
7. Assist Board with organisation of Parent meetings
8. Presentation of next year's draft class structure and teacher Job Descriptions to Board by September. To be ratified in December.
9. Writing of and implementation of School Curriculum and Policies.
10. Manage associate teacher programme, placement and training of teacher trainees.
11. Such other duties as necessary for the day to day running of the school.
12. Marketing of school, advertising, Open Days

Responsibilities To Teaching Staff:

1. Meet with staff at 8.15am each day for spiritual encouragement and prayer.
2. Encourage and seek to maintain good staff morale and interpersonal relationships.
3. Consult with the staff, but have the final responsibility for making decisions within the Principal's authority.
4. Delegate duties to staff in order to give staff opportunities to develop managerial and leadership skills and to free the Principal from many routine tasks.
5. Formulate Job Description for the following year to include:
 - a) Teaching responsibilities
 - b) Team responsibilities
 - c) School-wide responsibilities
 - d) Teachers to agree with Job Description and sign
6. Appraise teachers annually per School Appraisal Plan.
7. Assist staff to strengthen weak teaching/organisational areas through one-to-one help, staff meetings, professional development courses, etc.
8. Work with Team Leaders to ensure the curriculum is delivered according to the School Scheme and subject objectives are realised.
9. Recommend to the School Board the reward, promotion, demotion, discipline or dismissal of staff.
10. Plan Professional Development programmes on the Teacher Only Days and encourage all staff to attend the annual NZACS conference.
11. Ensure that all staff conduct themselves in a Christian manner and also follow the staff dress code as per Teacher Handbook.
12. Oversee NZES Community Taskforce and Taskforce Green worker schemes in the school
13. Employ relieving teachers on the day(s) teachers are sick and cannot attend school.
14. Staff advocacy before the School Board, NZTC, parent disputes, police, etc

Responsibilities To Students

1. Enrol pupils according to the School Admission policy and endeavour to maintain the roll at 320. Test all New Entrants for readiness to learn and admit only those that are ready.
2. Determine class sizes and pupil placements by early December for the following year.
3. Inform families of class placements and teacher's(s) name(s).
4. Oversee the promotion of Junior school pupils at the end of Term 2 and at any time when necessary.
5. Enrol children throughout the year as space permits giving consideration to class size, subject options and the ability of the teacher and/or class to adjust to a newcomer.
6. Foster sound classroom discipline practices and deal with serious discipline problems. If necessary arrange parent conferences and/or suspend or expel pupils for serious offences.
7. Monitor pupil progress and achievement.

8. Manage CWSN and CWSA programmes
9. Manage ESL programmes
10. Mediate in pupil/teacher disputes
11. Take all reasonable steps to ensure the safety and health of students and staff.
12. Administer T.I.E. scheme, selection of successful candidates
13. Student transfers to other schools, home schooling

Responsibilities To Parents

1. Affirm that parents are responsible for their child's education and ensure that the school seeks to serve them as they delegate some of this responsibility to the school.
2. Write and publish weekly newsletters to inform parents of school news, upcoming events, school policy and procedures, school requirements, curriculum developments, etc.
3. Liaise with the Friends of the School.
4. Be available to speak to parents about their child(ren)'s progress, problems, and other concerns.
5. Survey parents on significant issues and classroom/school practices.
6. Speak at parent meetings, answer queries, etc.
7. Disseminate test results (in summary form) and independent tests/surveys to parents that will build confidence in the teaching methods and curriculum of [REDACTED]
8. Creating PR opportunities such as PTA events, Meet-the-teacher nights, etc.
9. Inform parents of emergency situations, first aid treatment
10. Ensure that pupils' progress is reported to parents tri-annually via verbal or written reports.

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Responsibilities To Administration

1. Co-ordinate and manage the school's day-to-day operations
2. Development of school policies & procedures manual
3. Ensure that a response is made to all inward school correspondence
4. Phone calls and replies
5. Oversee school working bees
6. Arrange for distribution of Board correspondence to appropriate Board members
7. Maintain the following school records:
8. school pupil registrar
9. family computer database
10. past pupils and teachers computer database
11. Board meeting minutes
12. financial transactions, cheque butts, receipts, etc
13. enrolment forms and yearly Return Commitment forms
14. staff application forms, appraisals, yearly Job Descriptions, contracts & references
15. photograph & video archival records
16. Government statistics, roll returns
17. Pupil test and examination results
18. Ensure that curriculum budgets are discussed and prepared
19. Delegate the spending of curriculum budgets to appropriate staff members and oversee this spending, ensuring that budgets are not overspent.
20. Organise and oversee emergency procedures and evacuations
21. Health & Safety Act compliance
22. Copyright Act Compliance
23. Undertake the role of Privacy Officer ensuring all the requirements of the Privacy Act 1993 are obeyed.
24. Oversee the implementation of the School Scheme and Teacher Handbook
25. Purchase, maintenance and care of school equipment and assets
26. Emergency repairs
27. Design and produce school records
28. Thank you Morning Teas
29. Staff gifts and farewells
30. Open Days

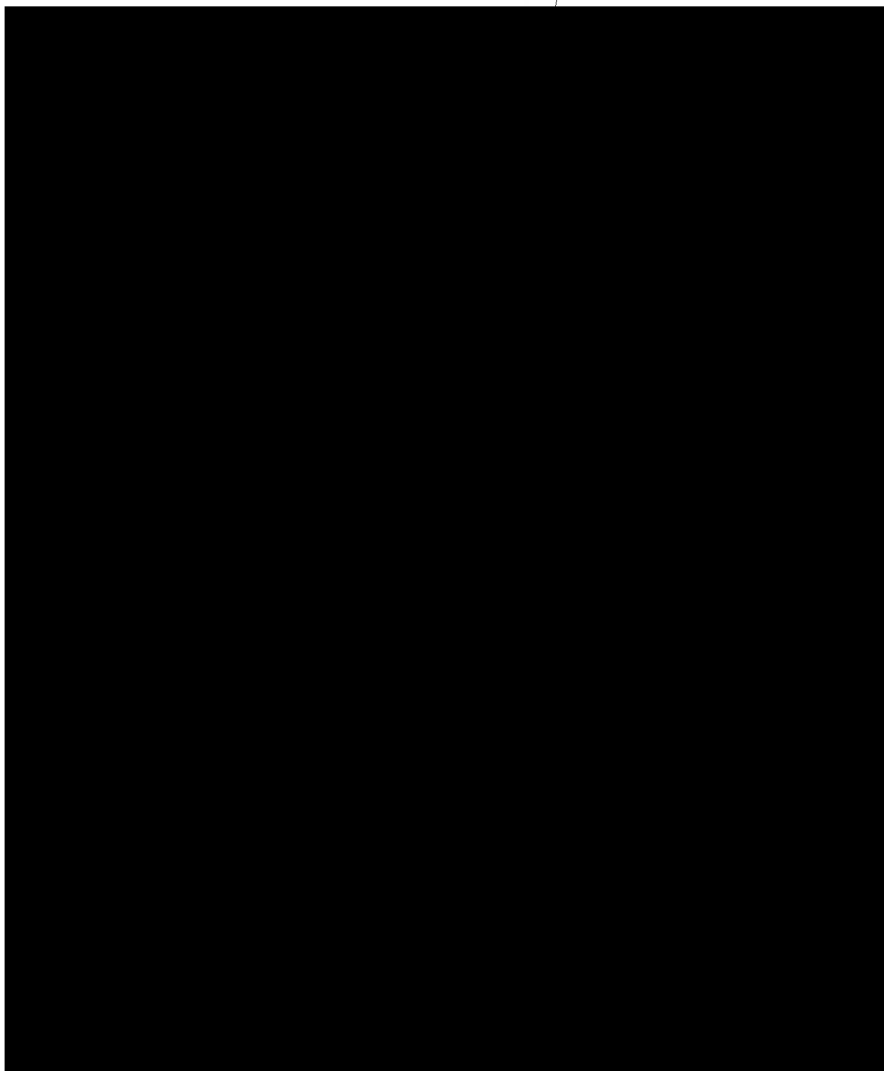
31. Faculty bookings (Prizegivings, pools, etc).
32. Plan and implement staff meetings
33. Organisation of school primary & secondary assemblies
34. Class teaching and relief teaching
35. Filing and culling of files

Other Agencies

1. Meet with and discuss business with trade professionals, book distributors
2. Consult with Professional Development provides, tertiary institutions
3. Co-ordinate health professionals (dental, immunisation, audiology centre, police, etc)
4. Involvement with NZACS, attendance at Principals meetings
5. Involvement with ACSI
6. Interface with other Christian schools, sports events, Focus weeks, etc.
7. Liaise with teacher training institutions
8. Comply with Auckland City Council regulations and requirements
9. Government agencies (Justice, inland rev, CYPS,)
10. NZQA requirements
11. Teacher Registration Board

Past Employment

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**FINANCE AND ACCOUNTS MEMBER
NGĀ KĀKANO O TE KAIHANGA TRUST**

Purpose of Finance and Accounts Member

To provide financial oversight of the association and provide advice and counsel to the Board of Trustees on financial matters. The Finance and Accounts Portfolio holder proposes the annual budget to the Board and consults on strategic issues with financial implications.

Role of Chair

- Reports to the board at each board meeting on the status of the association's finances and makes financial information available to the board members and the public.
- Works with the Principal and Heads of Departments to ensure that appropriate financial reports are made available to the board on a timely basis.
- Assists in the preparation of the annual budget.
- Consults with leadership on programs and services which impact the budget.
- Reports to the whānau at the Annual Meeting the financial status of the Association.

Role of Member

- Attend Board of Trustees Meetings and AGMs.
- Reviews all financial reports in sufficient time to provide thoughtful feedback to the staff and committee regarding the association's financial position.
- Monitor expenditures and income, usually through quarterly financial statements.
- Monitor the association's investments.
- Provide advice on financial management of the Association's funds

Terms of Office

The term of office is for three years running from April - March.

Timing and Frequency of Meetings

BOT Meetings are scheduled once a month to review financial statements and budgets as needed.

AGMs are scheduled for one a year to present financials to whānau.

BOARD CHAIRPERSON JOB DESCRIPTION
NGĀ KĀKANO O TE KAIHANGA TRUST

Responsibilities and Expectations

1. **Leadership.** Guides and directs the governance process, centering the work of the board on the organization's mission, vision and strategic direction.
2. **Agendas.** Establishes agendas for Board and Executive Committee meetings, in collaboration with the CEO.
3. **Meeting management.** Presides over Board and Executive Committee meetings in a manner that encourages participation and information sharing while moving the board toward timely closure and prudent decision-making.
4. **Committee direction.** Appoints committee chairs and members, subject to board approval. Works with committee chairpersons to align the work of committees with the vision and goals.
5. **CEO relationship.** Serves as the board's central point of official communication with the CEO. Develops a positive, collaborative relationship with the CEO, including acting as a sounding board for the CEO on emerging issues and alternative courses of action. Stays up-to-date about the organization and determines when an issue needs to be brought to the attention of the full board or a committee.
6. **CEO performance appraisal.** Leads the processes of CEO goal-setting, performance evaluation and compensation review, consistent with Board policy.
7. **Committee attendance.** Serves as an ex-officio member of all committees.
- 8.
9. **Board conduct.** Sets a high standard for board conduct by modeling, articulating and upholding rules of conduct set out in board bylaws and policies. Intervenes when necessary in instances involving conflict-of-interest, confidentiality and other board policies.
10. **Board learning and development.** Leads the development of the board's knowledge and capabilities by playing a central role in orientation of new board members, mentoring a chair-elect and providing continuing education for the entire board.
11. **Succession planning.** Participates in the recruitment of new board members and in the process of identifying candidates to serve as chairperson-elect.

12. **Self-evaluation.** Provides for an effective, objective board self-evaluation process and supports implementation of recommendations for improvement. Seeks feedback on his or her performance as chairperson.

Competencies and Expectations for a Board Chairperson

1. Service in a leadership position of the board (e.g., committee chairman or Executive Committee member)
2. Demonstrated leadership and involvement in the community.
3. Respected by board members, the CEO and key stakeholders.
4. Ability to effectively lead the board in dealing with difficult issues.
5. Willing and able to commit time to leadership of the organization.
6. Ability to communicate, listen and seek others' input.

Head of Department - Māori
NGĀ KĀKANO O TE KAIHANGA KURA

Job Title:

HoD Māori

Reports To:

Deputy Principal

Functional Relationships:

Senior Management Team

Senior Management Group

Te Reo Maori Department

School Students

College Community

All School Staff

All Senior School support and administration staff

Junior and Middle School Staff as appropriate

Responsible for:

Academic Staff

Support Staff

Resource Allocation:

Department/Faculty Size/Band:

Salary step:

Resourcing:

Management Units:

Lap Top

Keys

Other, as negotiated

Person Specification/Skill Sets

New Zealand registered teacher

Experienced classroom practitioner up to Year 13 providing an innovative learning environment for students

Has an in-depth knowledge and experience of curriculum development and assessment

Has excellent communication skills

Can effectively lead and further develop a strongly motivated team

Is visionary and innovative towards new directions for the College

Can empower staff and students to strive for excellence

Commitment to ongoing professional learning

Commitment to the ethos and values of the College

Values and engenders community support

Flexible and reflective practitioner

Has good ILT skills and experience in integrating ILT into the curriculum

Has a heart for Māori.

PROPOSED STAFFING PLAN

Department	Base Year: 2012	Student Numbers	Positions Required	Ratio
Junior School		20		20 students: 1 Teacher + 1 Teacher Aide
Middle School		24		24 students: 1 Teacher + 1 Teacher Aide
Senior School		25		25 students: 1 Teacher + 1 Teacher Aide
Department	2014	Student Numbers	Positions Required	Ratio
Junior School		36	Head Teacher NE Teacher Special Needs Teacher	22 students : 1 Staff 4 Special Needs Students : 1 Staff 10 New Entrant Students : 1 staff
Middle School		30	Head Teacher Teacher Aide Special Needs Teacher	12 students : 1 staff 6 Special Needs : 1 Staff
Puna Mātauranga		15	Programme Leader Teacher Aide (Part Time)	15 students : 1 Teacher
Māori Academy		20	Programme Leader 1 Teacher Aide (Part Time)	20 students : 1 staff
Enterprise Academy		15	Programme Leader	15 students : 1 Teacher
Sports Academy		22	Programme Leader 2 Coaches	10 students : 1 teacher

PROPOSED STAFFING PLAN

Department	2015	Student Numbers	Positions Required	Ratio
Junior School		42	Head Teacher NE Teacher 1x Teacher Aide Special Needs Teacher	
Middle School		33	Head Teacher Teacher Aide Specialised Teacher (Math and English (Part Time)) Special Needs Teacher	
Puna Mātauranga		15	Programme Leader Teacher Aide (Part Time)	
Māori Academy		30	Programme Leader 2 Supervisors	
Enterprise Academy		17	Programme Leader Teacher Aide (Part Time)	
Sports Academy		35	Programme Leader Assistant (Part Time) 2 Coaches	

PROPOSED STAFFING PLAN

Department	2016	Student Numbers	Positions Required	Ratio
Junior School		45	Head Teacher NE Teacher 2x Teacher Aide Special Needs Teacher	
Middle School		40	Head Teacher Teacher Aide Specialised Teacher (Math and English (Part Time)) Special Needs Teacher	
Puna Mātauranga		15	Programme Leader Teacher Aide (Part Time)	
Māori Academy		40	Programme Leader Teacher Aide 2 Supervisors Specialist Teacher	
Enterprise Academy		20	Programme Leader Teacher Aide (Part Time)	
Sports Academy		41	Programme Leader Assistant 2 Coaches	

PROPOSED STAFFING PLAN

Department	2017	Student Numbers	Positions Required	Ratio
Junior School		49	Head Teacher NE Teacher 2x Teacher Aide Special Needs Teacher	
Middle School		46	Head Teacher 2x Teacher Aides Specialised Teacher (Math and English (Part Time)) Special Needs Teacher	
Puna Mātauranga		15	Programme Leader Teacher Aide (Part Time)	
Māori Academy		45	Programme Leader 2 Teacher Aide 2 Supervisors Specialist Teacher	
Enterprise Academy		20	Programme Leader Teacher Aide (Part Time)	
Sports Academy		42	Programme Leader Assistant 2 Coaches	

PROPOSED STAFFING PLAN

Department	2018	Student Numbers	Positions Required	Ratio
Junior School		55	Head Teacher Teacher NE Teacher 2x Teacher Aide Special Needs Teacher	
Middle School		49	Head Teacher 2x Teacher Aides Specialised Teacher (Math and English (Part Time)) Special Needs Teacher	
Puna Mātauranga		15	Programme Leader Teacher Aide (Part Time)	
Māori Academy		45	Programme Leader 2 Teacher Aide 2 Supervisors Specialist Teacher	
Enterprise Academy		20	Programme Leader Teacher Aide (Part Time)	
Sports Academy		46	Programme Leader Assistant 2 Coaches	

NGĀ KĀKANO O TE KAIHANGA KURA PERFORMANCE APPRAISAL OF TEACHERS POLICY

Rationale:

It is an obligation to appraise a teacher's performance on an annual basis against all professional standards as cited in the current Primary Teachers' Collective Employment Contract.

Purposes:

- 1/ To provide feedback for both the teacher and the appraiser on a regular basis.
- 2/ To allow a teacher to progress to the next step by demonstrating that they meet the professional standards at the appropriate level.

Guidelines:

- 1/ The professional standards at the relevant level against which the teacher is to be assessed, should be confirmed between the teacher and the principal.
- 2/ The teacher will be assessed against these appropriate professional standards, and goals for assessment should reflect these.
- 3/ The teacher's appraisal will be carried out by the appraiser or a mutually acceptable appraiser as agreed by the teacher and the principal.
- 4/ The appraisal process will follow the schools appraisal timeline as set out at the beginning of the school year.
- 5/ Opportunity and funding will be made available to the teacher for professional development to help attain their goals.
- 6/ All appraisals are confidential between the teacher and the appraiser.
- 7/ A person should be agreed upon to mediate/arbitrate on any disagreements or disputes between the teacher and the appraiser.

NGĀ KĀKANO O TE KAIHANGA KURA PERFORMANCE APPRAISAL OF THE PRINCIPAL POLICY

Rationale:

It is a contractual obligation to appraise the principal's performance on an annual basis.

Purposes:

- 1/ To provide feed back for both the principal and the board on a regular basis.
- 2/ To ensure that the management of the school is being carried out in accordance with the board's and statutory requirements.

Guidelines:

- 1/ The principal will have a job description and an annual performance agreement,
which together will form the basis of the appraisal.
- 2/ The principal's appraisal will be carried out by the chair of the board, or a mutually acceptable alternate as agreed by the principal and the board.
- 3/ An interim formative appraisal may take place during the year as agreed at the beginning of the year, and a summative appraisal at the conclusion of the year.
- 4/ Performance will be appraised in the form of mutually negotiated goals and procedures.
- 5/ The board will provide the principal with opportunities to be involved in professional development, in both curriculum and administration management.

NGĀ KĀKANO O TE KAIHANGA KURA SUPPORT STAFF APPRAISAL POLICY

RATIONALE:

The appraisal programme provides a formal procedure designed to support and encourage support staff to achieve a high level of effectiveness in all areas of their work.

PURPOSE:

- To provide a basis for ongoing support staff professional development.
- To provide a system of positive guidance.
- To monitor the competence of staff.

1. Teacher Aide

- To improve pupil's learning and achievement.
- To improve the programmes and environment we offer children.

GUIDELINES

1. All support staff undergo an annual performance appraisal as part of the performance management system.
2. All Ancillary Support staff appraisals will be against their job descriptions.
3. Appraisal should be positively supportive and aim to improve the capabilities of staff.
4. Attestation which is needed for pay purposes will take place annually as part of the appraisal cycle.
5. The appraisal of support staff is the responsibility of the Principal who may in turn delegate to appropriate senior staff.
6. All appraisal records will be kept in a secure place. Support staff may ask to see their personal file at any time.

NGĀ KĀKANO O TE KAIHANGA KURA PERFORMANCE MANAGEMENT POLICY

Rationale:

To develop and implement personnel and industrial policies/procedures within the framework set by government which promote high levels of staff performance, use education resources effectively and recognize the needs of students.

Purpose:

To provide a platform to encompass the following policies/procedures and documentation, while recognising the collaborative and uniqueness of Ngā Kākano Kura.

Personnel Management:

- Job descriptions
- Appointment of staff
- Appraisal processes
- Teacher registration
- Disputes procedures
- Professional development
- Performance agreements
- Harassment
- Equal Employment Opportunities.