

	Teaching, Assessment and Curriculum Development (T)	HoS Guidance
<p><b>T1</b></p>	<p><b>Standard of teaching</b></p> <p>To achieve and maintain a good standard of teaching across all courses taught, maintaining or improving initial teaching evaluations using appropriate processes such as student evaluations and peer analyses by suitable school/departmental colleagues. Evaluations will be carried out at least once per year for each paper taught. [Core]</p>	<p><i>Staff members should provide University-format individual teacher evaluations for each paper taught i.e. QAU individual teacher evaluations or HEDC peer reviews. If other sources of evidence are also provided, they should be accompanied by a context form which explains the extent of the staff member’s contribution to the paper, particularly in team-taught situations.</i></p> <p><a href="https://www.otago.ac.nz/quality/evaluate-your-teaching/teacher-evaluation/index.html">https://www.otago.ac.nz/quality/evaluate-your-teaching/teacher-evaluation/index.html</a>  <a href="https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html">https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html</a></p> <p><i>If the School/ Programme has specific teaching quality expectations, the HoS should include these guidelines in the HoS comments section.</i></p>
<p><b>T2</b></p>	<p><b>Teach/assess/examine across levels</b></p> <p>To teach and assess/ examine students at several levels within the 100- to 500-level range by the end of the confirmation period in a manner that is consistent with the University of Otago's Assessment Policy. [Core]</p>	<p><i>HoS to amend levels to reflect the range of teaching that will be available to the staff member, where appropriate.</i></p>
<p><b>T3</b></p>	<p><b>Convening paper(s)</b></p> <p>To convene and manage effectively one or more papers, as evaluated by the Head of School. [Core]</p>	<p><i>QAU course evaluations and QAU Coordinator/Team leader evaluations may be provided as evidence of effective course management.</i></p> <p><a href="https://www.otago.ac.nz/quality/evaluate-your-teaching/paper-course-evaluation/index.html">https://www.otago.ac.nz/quality/evaluate-your-teaching/paper-course-evaluation/index.html</a>  <a href="https://www.otago.ac.nz/quality/evaluate-your-teaching/coordinator-team-leader-evaluation/index.html">https://www.otago.ac.nz/quality/evaluate-your-teaching/coordinator-team-leader-evaluation/index.html</a></p>

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<p><b>T4</b></p>	<p><b>Curriculum Development</b></p> <p>To contribute actively and effectively to curriculum, course, paper and assessment development, as required and evaluated by the Head of School. [Core]</p>	<p><i>HoS should provide guidance about level of teaching leadership required, particularly for staff appointed at higher levels.</i></p> <p><i>For appointments at Associate Professor or Professor levels, the HoD comment will include the following wording: Associate Professor/Professor XXX will be expected to demonstrate teaching leadership appropriate to the appointment level.</i></p>
<p><b>T5</b></p>	<p><b>Professional development – teaching/learning &amp; assessment</b></p> <p>To continue to progress teaching skills, attending at least one relevant HEDC course each year, and, where feasible, complete teaching qualifications, develop computer assisted teaching materials, etc.</p>	<p><i>HoS may reduce the number of courses attended for part-time staff, e.g. one every 2 years for 0.5 FTE, but there are benefits to attending one course each year.</i></p> <p><i>Confirmation path staff at all appointment levels are expected to attend professional development courses in teaching/learning and assessment.</i></p> <p><i>The staff member should list professional development course attendance, with dates attended, in CV Section 8(d) Professional development achievements.</i></p>

	Teaching, Assessment and Curriculum Development (T)	HoS Guidance
T6	<p><b>Postgraduate/research student supervision</b></p> <p><i>Intentionally overlaps with Research (R4): Include and Report under R4 or T6, not both</i></p> <p>To accept research students for admission at Honours, and/or Masters/PhD levels, and provide effective supervision as evaluated by students and appropriate colleagues to the satisfaction of the Head of School.</p> <p>New supervisors are required to satisfactorily complete induction regarding the key processes and practice of supervision. This may be demonstrated by attending one or more relevant professional development course(s) by HEDC or another appropriate provider. [Core]</p>	<p><i>HoD should advise if staff member is an experienced supervisor. Note that the University's expectations of a supervisor may be different to the staff member's previous institution:</i></p> <p><a href="https://www.otago.ac.nz/administration/policies/otago713531.html">https://www.otago.ac.nz/administration/policies/otago713531.html</a></p> <p><i>An HEDC peer review of supervision or an HEDC survey of postgraduate supervision (by an independent facilitator) may be used to demonstrate the quality of supervision.</i></p> <p><a href="https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html">https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html</a></p>

	Research and/or Professional Practice (R)	HoS Guidance
<p><b>R1</b></p>	<p><b>Research Outputs</b></p> <p>To have at least N papers published or accepted in final form in international refereed journals and at least M other forms of research output (e.g. conference proceedings, etc., appropriate to the discipline), with the majority of the staff member’s contribution to the research reported in each of these publications arising from work undertaken since appointment to the confirmation path position at the University of Otago. The quality of the publications will be evaluated by the Head of School and Pro-Vice-Chancellor. [Core]</p> <p><b>N</b> will be:                      5 for appointments at Lecturer and Senior Lecturer levels.                      4 for appointments at Lecturer level where the appointment includes an employment condition to enrol, undertake and successfully complete a PhD (i.e. final result confirmed) within a specified time-frame; the PhD not to be included as a confirmation objective.</p> <p><i>Staff appointed at higher levels (SL beyond the bar, Associate Professor or Professor) will be set higher publication targets to reflect the performance standards expected at this level of appointment.</i></p>	<p><i>Some or all of the international refereed journal papers may be substituted by papers in high-quality national journals or book chapters appropriate to the discipline.</i></p> <p><i>One quality assured substantial book would usually be worth at least as much as four refereed journal articles, as approved by the Head of School.</i></p> <p><i>If the School/ Programme has specific quality expectations for publications (e.g. journal ranking or location) the HoS should include these in the HoS comments section.</i></p> <p><i>For Executant positions, some or all of the research publications will be replaced by significant professional national or international performances at major venues. A major recording (e.g. album) or broadcast (e.g. radio) may replace one of the performances.</i></p> <p><i>The research publication target includes “other forms of research output” (which for PBRF contribute to Peer-esteem and Contribution to the Research Environment). M is set at the discretion of the HoS allowing for the discipline and the individual staff member’s situation, but must be at least 1. The HoS must list which types of research outputs will count towards this target.</i></p> <p><i>For any publication where research was initiated before the staff member’s confirmation appointment, the Head of School must outline the extent of the staff member’s contributions before and after appointment and critically assess the proportion of the research undertaken on confirmation path.</i></p> <p><i>A variation from the usual School/Programme publication target may be appropriate in exceptional cases. If the HoS adjusts the staff member’s publication target then the HoS must clarify the School/Programme context and the reasons for the individual variance (e.g. staff member’s role, research discipline, employment condition to undertake and complete a PhD, a permanently higher research allocation or higher service allocation than usual).</i></p>

	Research and/or Professional Practice (R)	HoS Guidance
<p><b>R2</b></p>	<p><b>Research grants</b></p> <p>To have written and submitted one substantive research proposal for an Otago Research Grant (ORG) and one substantive research proposal for a grant from an external, national or international competitive funding agency, ideally by the submission date of the 18-month Confirmation Progress Report. [Core]</p> <p><i>Noting that applying first for internal grants develops skills for applying for external/national/ international grants and that the objective can instead be achieved by applying for at least two external/national/international grants.</i></p>	<p><i>The staff member is expected to develop at least one of these grant applications as Principal Investigator or joint-Principal Investigator.</i></p>
<p><b>R3</b></p>	<p><b>Conference presentations</b></p> <p>To have presented <b>N</b> (see below) research papers at national and/or international symposia, including via virtual platforms [Core]</p> <p><b>N</b> will be:                      4 for appointments at Lecturer and Senior Lecturer level                      3 for appointments at Lecturer level where the appointment includes an employment condition to enrol, undertake and successfully complete a PhD (i.e. final result confirmed) within a specified time-frame; the PhD not to be included as a confirmation objective.</p>	<p><i>Noting that most if not all of these conference presentations will also result in R1 outputs. They need not be additional papers.</i></p> <p><i>The expectation is that the research papers will be personal presentations. HoSs may accept some student presentations facilitated by the staff member, where the presenter is the staff member’s research student and the staff member is present at the conference and is mentoring the research student during the preparation phase for the presentation.</i></p> <p><i>By the end of the confirmation period the staff member is expected to be presenting work initiated during the confirmation period.</i></p> <p><i>The staff member must ensure all conference contributions are listed in their CV and recorded on the University’s MyResearch database.</i></p>

	Research and/or Professional Practice (R)	HoS Guidance
<p><b>R3 cont.</b></p>		<p><i>If conditions beyond the staff member's control make achieving the specific number difficult (ie. travel or budgetary restrictions with no effective alternatives available online or locally), this can be negotiated with the Head of School and PVC.</i></p>
<p><b>R4</b></p>	<p><b>Postgraduate/research student supervision (R4)</b></p> <p><i>Intentionally overlaps with Teaching (T6): Include and Report under R4 or T6, not both</i></p> <p>To accept research students for admission at Honours, and/or Masters/PhD levels, and provide effective supervision as evaluated by students and appropriate colleagues to the satisfaction of the Head of School.</p> <p>New supervisors are required to satisfactorily complete induction regarding the key processes and practice of supervision. This may be demonstrated by attending one or more relevant professional development course(s) by HEDC or another appropriate provider. [Core]</p>	<p><i>HoD should advise if staff member is an experienced supervisor. Note that the University's expectations of a supervisor may be different to the staff member's previous institution:</i></p> <p><a href="https://www.otago.ac.nz/administration/policies/otago713531.html">https://www.otago.ac.nz/administration/policies/otago713531.html</a></p> <p><i>An HEDC peer review of supervision or an HEDC survey of postgraduate supervision (by an independent facilitator) may be used to demonstrate the quality of supervision.</i></p> <p><a href="https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html">https://www.otago.ac.nz/hedc/evaluate/peer-review/index.html</a></p>
<p><b>R5</b></p>	<p><b>Development of research expertise (R5)</b></p> <p>To develop personal areas of research expertise which are compatible with the strategic direction of the Department/ School and/or wider University, and to contribute to the research environment at an appropriate level, as evaluated by the Head of School. [Core]</p>	<p><i>HoS should provide guidance in the comments field about the level of research leadership required, particularly for staff appointed at higher levels.</i></p> <p><i>For appointments at Associate Professor or Professor levels, the HoD comment will include the following wording:</i></p> <p><i>Associate Professor/Professor XXX will be expected to demonstrate research leadership appropriate to the appointment level.</i></p>

	Research and/or Professional Practice (R)	HoS Guidance
R6	<p><b>Professional Practice</b></p> <p><i>[For Performance staff as appropriate]</i></p> <p>To contribute to the advancement of artistic practice through performance as a soloist or a director, as evidenced by published scholarly or critical reviews, to a standard that would be judged the equivalent of 'research active' under the PBRF. <b>or</b></p> <p>To contribute to the advancement of artistic practice through musical composition, as evidenced by performances of compositions, published scores and recordings, and published scholarly or critical reviews, to a standard that would be judged the equivalent of 'research active' under the PBRF.</p> <p>Evaluation will be by the Head of School and appropriate colleagues. [Additional]</p>	

	Service (S)	HoS Guidance
<p><b>S1</b></p>	<p><b>Departmental administration</b></p> <p>To undertake administrative tasks willingly and effectively at an appropriate level within the Department/School/Programme, and to serve effectively on committees, as required and evaluated by the Head of School [Core]</p>	<p><i>The HoS should provide guidance in the comments field about the extent of service expected beyond the School and (particularly for staff appointed at higher levels) the service leadership required.</i></p> <p><i>For appointments at Associate Professor or Professor levels, the HoD comment will include the following wording: Associate Professor/Professor XXX will be expected to demonstrate service leadership appropriate to the appointment level.</i></p>
<p><b>S2</b></p>	<p><b>Departmental collegiality</b></p> <p>To interact well with other members of the Department/School/Programme, as evaluated by the Head of School and appropriate colleagues. [Core]</p>	
<p><b>S3</b></p>	<p><b>Departmental representation at University level</b></p> <p>To be proactive in representing the Department/School/Programme in wider University activities as evaluated by the Head of School. [Core]</p>	
<p><b>S4</b></p>	<p><b>External service contributions</b></p> <p>To contribute to professional and/or community bodies, societies and organisations at an appropriate level as assessed by the Head of School. [Core]</p>	



	Service (S)	HoS Guidance
S5	<p><b>Professional development</b></p> <p>To engage in a programme of professional development primarily through the Higher Education Development Centre and other University of Otago providers, to include at least:</p> <ul style="list-style-type: none"> <li>- one course on the Treaty of Waitangi;</li> <li>- one course on the University’s Māori Strategic Framework;</li> <li>- one course on the University’s Pacific Strategic Framework; and</li> <li>- one course in introductory te reo Māori and/or te aō Māori (eg. MAOR120 or MAOR110 or equivalent at wānanga or other providers).</li> </ul> <p>[Core in Humanities Division]</p>	<p><i>The Division will cover the cost, if any, of University courses only.</i></p> <p><i>The requirement to attend a specific course may be removed if the staff member has existing expertise in that area.</i></p> <p><i>The staff member should list professional development course attendance, with dates attended, in CV Section 8(d) Professional development achievements.</i></p>