

CONFIRMATION PATH POLICY

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1. Purpose

- 1.1. The Confirmation Path process aims to assure both the University and the individual concerned that the appointment is likely to be successful in terms of the University's ongoing performance expectations. The University expects staff members to:
 - 1.1.1. teach at a standard acceptable to the Head of Department and the Dean (in the Division of Health Sciences) or the and Pro-Vice-Chancellor;
 - 1.1.2. demonstrate that they have established a research profile and are independent researchers;
 - 1.1.3. make a service contribution appropriate to their level of appointment.
- 1.2. The University will ensure that every staff member is given every reasonable opportunity to succeed.
- 1.3. Confirmation Path is a probationary period which allows the University to fairly assess staff members' performance over a period which is usually between three to five years.

- 1.4. Staff members on Confirmation Path are appointed on a probationary basis to a permanent position. If during the confirmation (probationary) period, the University deems that staff members' progress in meeting the requirements of confirmation is unsatisfactory, reasonable support will be put in place to assist them to meet those requirements. If, in the University's view, the requirements for confirmation have not been met, or are unlikely to be met, by the end of the probationary period, staff members' employment will be terminated with three months notice.
- 1.5. Staff members are given a letter of offer which will include an indicative set of objectives to be met within five years of the commencement of employment. Soon after their appointment, staff members are advised of appropriate performance objectives relating to their primary responsibilities. Thereafter, they receive regular feedback on their performance in the form of discussion and progress reports. The purpose of this monitoring is to ensure that staff members are provided with appropriate advice and support.
- 1.6. Staff members are entitled to representation or to seek advice, if they wish, at any stage in the Confirmation Path process.

2. Scope

- 2.1. This policy covers permanent appointments to the following positions:
 - 2.1.1. Lecturer;
 - 2.1.2. Senior Lecturer;
 - 2.1.3. Associate Professor; and
 - 2.1.4. Professor.

3. Confirmation Period

- 3.1. The confirmation period shall be five years.
- 3.2. Prior service within the University of Otago or any other University normally shall not be recognised as part of the Confirmation Path appointment.
- 3.3. Staff members may be considered for early confirmation. See section 14.
- 3.4. The decision to confirm staff members' appointments may be deferred for up to a year. See section 16.
- 3.5. In cases of non-confirmation and, subject to legal process having been followed, the employee will receive notice that their employment is terminated. See section 17.
- 3.6. Decisions relating to confirmation and non-confirmation will normally be notified to staff members concerned at least three months before the end of the confirmation period, or, in the case of staff members whose confirmation of appointment have been deferred for up to 12 months, three months before the end of the deferral period.

4. Minimum Full Time Equivalent (FTE)

- 4.1. Staff members appointed to a Confirmation Path position must normally be employed for at least 0.4 FTE.
- 4.2. For various reasons, Heads of Departments and staff members sometimes may agree to reduce the FTE worked by Confirmation Path staff members to less than 0.4. In such cases, Heads of Departments and staff members must consider how to manage the Confirmation Path position. Short periods of less than three months of reduced FTE may not have a significant impact. However, periods of more than three months may require the confirmation period to be suspended (see section 5).
- 4.3. In the event that staff members do not increase their FTE back to 0.4 or more at the end of the suspension period, Heads of Departments normally would need to consider alternative employment arrangements. In some cases, the suspension may be extended after taking into account the needs of both the University and staff members.

5. Suspension of Confirmation Period

- 5.1. The confirmation period may be suspended if staff members have an extended break of more than three months from work because of:
 - 5.1.1. parental leave;
 - 5.1.2. sick leave;
 - 5.1.3. leave without pay;
 - 5.1.4. a reduction of FTE to less than 0.4.
- 5.2. Staff members on reduced FTE (less than 0.4 FTE and whose Confirmation Path appointment has been suspended) will be expected to keep working to the extent that it is possible, as agreed with the Head of Department (see section 5.6.2).
- 5.3. When the confirmation period is suspended, progress reports will be delayed by a period equivalent to the suspension period and the confirmation period will be extended to recognise the break in service.
- 5.4. Heads of Departments must advise the Human Resources Manager, Promotions and Remuneration, of changes in circumstances.
- 5.5. For Confirmation Path staff members who take Research and Study Leave, progress reports should be submitted as usual. It is recognised that staff members taking extended periods of Research and Study Leave may not be able to report on teaching. Their confirmation period will not be suspended.
- 5.6. Suspension from Confirmation Path positions means that staff members:
 - 5.6.1. continue to be employed by the University; and

- 5.6.2. are considered to be on the Confirmation Path but with the requirement to provide reports suspended until up to 12 months after their return to work, or returning to working at least 0.4 FTE; and
- 5.6.3. normally have a return date set at the time of the suspension, or if that is not possible, a specified review date, as agreed by staff members and the Heads of Departments.
- 5.7. In most circumstances it is unrealistic to expect staff members to make significant progress towards achieving their objectives during the time that the Confirmation Path appointment is suspended.
- 5.8. Any publications or other outputs which contribute to the achievement of the confirmation objectives will be recognised if the work is done at the University of Otago. Work done elsewhere, while on leave without pay, may be recognised at the discretion of the University.
- 5.9. When staff members resume work equal to or greater than 0.4 FTE, annual reporting will resume.
- 5.10. The objectives normally will not be changed because of the suspension.

6. Objectives

- 6.1. Objectives for the full five year confirmation period should be set as soon as possible after the appointment of Confirmation Path staff members, within three months of appointment (see section 7.3.1 and the notes in section 10.2). The objectives are approved by the Deputy Vice-Chancellor (Academic) at the time of the First Report.
- 6.2. The objectives are designed to enable staff members to demonstrate they can perform at a level acceptable to the University in Teaching, Assessment and Curriculum Development, Research and Service. In some cases, Confirmation Path staff members may be asked to demonstrate that they can perform at an acceptable level in professional practice.
- 6.3. Each Division has a template of objectives which can be used to develop objectives appropriate to individual staff members.

7. Roles and Responsibilities

- 7.1. The Vice-Chancellor is responsible for:
 - 7.1.1. ensuring that the confirmation process works effectively for both the University and the individuals concerned and that confirmation appointments will be successful in terms of the University's ongoing performance expectations;
 - 7.1.2. establishing a Review Committee to consider any appeal about a decision not to confirm. The Vice-Chancellor will make the final decision regarding any appeal.
- 7.2. Confirmation Path staff members:
 - 7.2.1. are required to manage their allocated workload to ensure that the objectives are met;
 - 7.2.2. are required to report on progress towards achieving their objectives, with appropriate supporting evidence;

- 7.2.3. are required to provide evidence of the quality of their teaching. Normally student evaluations of at least one third of their teaching each year should form part of the evidence;
 - 7.2.4. are required to submit a CV in the University of Otago format and an Otago Teaching Profile with reports, as appropriate;
 - 7.2.5. are encouraged to use the “Staff Members’ Comments” section in the confirmation reports to identify any concerns or, if required, alternative views to those set out in the Head of Department’s comments;
 - 7.2.6. may, if they wish, raise any concerns they have about comments or advice by the Dean, Pro-Vice-Chancellor or Deputy Vice-Chancellor (Academic) within one month of receiving the report;
 - 7.2.7. may be required to provide plans on how they intend to meet their objectives;
 - 7.2.8. are entitled to representation at any discussions about their performance;
 - 7.2.9. may seek independent advice in order to respond to reports.
- 7.3. Heads of Departments are responsible for:
- 7.3.1. discussing within three months of new Confirmation Path staff members’ appointment the specific objectives they will be required to meet during the confirmation period;
 - 7.3.2. ensuring a fair work load allocation so that staff members are able to work towards achieving their objectives;
 - 7.3.3. ensuring consistency of standards for staff members within a Department;
 - 7.3.4. ensuring all reports are completed in a timely manner;
 - 7.3.5. ensuring that Confirmation Path staff members are fully involved in preparing the reports;
 - 7.3.6. providing clear feedback to staff members about their performance and progress towards achieving their objectives;
 - 7.3.7. providing advice and support to Confirmation Path staff members, as appropriate;
 - 7.3.8. advising the Human Resources Manager, Promotions and Remuneration, if Confirmation Path staff members’ FTE are reduced to less than 0.4 for an extended period or if they have a prolonged absence for reasons such as illness, parental leave or leave without pay;
 - 7.3.9. recommending, in the final report, if staff members are confirmed, or the confirmation period is extended or if they should not be confirmed, following consultation with staff members;
 - 7.3.10. advising staff members if they are not to be confirmed, in conjunction with a Human Resources Manager.
- 7.4. Deans (in the Division of Health Sciences) or Pro-Vice-Chancellors are responsible for:

- 7.4.1. reviewing the objectives, and if dissatisfied, seeking clarification from the Heads of Departments and staff members;
 - 7.4.2. ensuring consistency of standards for staff members across the Schools and the Division;
 - 7.4.3. making themselves available to meet informally with confirmation staff members, particularly at the time of the First and Second reports;
 - 7.4.4. reviewing the reports and drawing the attention of Heads of Departments and staff members to any concerns;
 - 7.4.5. supporting, if appropriate, requests for early confirmation;
 - 7.4.6. recommending either confirmation of staff members, deferral of the final report or non confirmation of staff members;
 - 7.4.7. ensuring that staff members are fully informed and given the chance to comment on any recommendation not to confirm their appointment.
- 7.5. The Deputy Vice-Chancellor (Academic):
- 7.5.1. approves, at the time of the First Report, the objectives required for confirmation of appointment;
 - 7.5.2. reviews all confirmation reports on behalf of the Vice-Chancellor. If necessary, the Deputy Vice-Chancellor (Academic) will draw the report to the Vice-Chancellor's attention. If either the Vice-Chancellor or Deputy Vice-Chancellor (Academic) have concerns about the report they will draw these to the attention of the staff members concerned and their Heads of Departments and/or Deans (where appropriate);
 - 7.5.3. may, in exceptional circumstances, approve amendments to the objectives;
 - 7.5.4. may ask for additional reports, plans or other information, as appropriate;
 - 7.5.5. may recommend to the Staffing Advisory Committee that staff members are confirmed early.
- 7.6. The Staffing Advisory Committee is responsible for decisions about:
- 7.6.1. early confirmation;
 - 7.6.2. final confirmation;
 - 7.6.3. deferring consideration of confirmation/extending the confirmation period;
 - 7.6.4. not confirming staff members who have not met their objectives;
 - 7.6.5. reviewing the confirmation policy from time to time.
- 7.7. The Human Resources Manager, Promotions and Remuneration, is responsible for:

- 7.7.1. ensuring proper processes have been followed, including consultation with staff members prior to a final decision following recommendations to not confirm them;
- 7.7.2. reminding Heads of Department and staff members that reports are required;
- 7.7.3. following up on overdue reports;
- 7.7.4. ensuring that copies of completed reports are sent to Confirmation Path staff members, Heads of Departments, Deans and Pro-Vice-Chancellors;
- 7.7.5. advising the Deputy Vice-Chancellor (Academic) on matters relating to confirmation reports or policy, as appropriate;
- 7.7.6. supporting staff members and Heads of Departments with advice and support as required;
- 7.7.7. involving Divisional Human Resources Managers, as appropriate;
- 7.7.8. assisting Heads of Departments when advising confirmation staff members that they are not to be confirmed.

8. Regular progress reports

- 8.1. Reports on progress are required from Heads of Departments at regular intervals. Procedures have been adopted to cover the consideration of the confirmation of an initial appointment made for a period of five years.
- 8.2. The Human Resources Manager, Promotions and Remuneration, will send a reminder to Heads of Departments two months before the First Report is due so that the objective setting process can be carried out in a considered manner.
- 8.3. The Human Resources Manager, Promotions and Remuneration, will send a reminder to Staff Members (with a copy to Heads of Departments) two months before progress reports are due so that the reporting process can be carried out in a considered manner.
- 8.4. The following table summarises when reports are required after the appointment of staff members to Confirmation Path appointments.

| | <i>Reminder by HR</i> | <i>Report Due</i> |
|---------------|-----------------------------|-----------------------------|
| First report | 1 month after appointment | 3 months after appointment |
| Second report | 16 months after appointment | 18 months after appointment |
| Third report | 28 months after appointment | 30 months after appointment |
| Fourth report | 40 months after appointment | 42 months after appointment |
| Final report | 52 months after appointment | 54 months after appointment |

- 8.5. If it is likely that a report will not be submitted by the due date, Heads of Departments must advise the Human Resources Manager, Promotions and Remuneration, of the reasons and copy the explanation to staff members. **It is important that confirmation reports are submitted in a timely manner.**

9. Report documentation

9.1. The following documentation is required in a confirmation report:

- 9.1.1. a cover sheet;
- 9.1.2. list of objectives;
- 9.1.3. Head of Department's comments;
- 9.1.4. staff member's comments;
- 9.1.5. Dean's comments (if appropriate);
- 9.1.6. Pro-Vice-Chancellor's comments (required in Divisions other than Health Sciences, optional in the Division of Health Sciences);
- 9.1.7. Vice-Chancellor/Deputy Vice-Chancellor (Academic)'s comments;
- 9.1.8. Curriculum vitae in standard format (provided by the staff member);
- 9.1.9. Otago Teaching Profile. Please note that an Otago Teaching Profile is not required with the First Report.

9.2. The Otago Teaching Profile comprises of:

- 9.2.1. Self-Evaluation Statement (limit 2 pages, 1.5 spacing, 12 font);
- 9.2.2. Schedule of teaching responsibilities;
- 9.2.3. Evaluations of Teaching: summary data forms and team leader data;
- 9.2.4. Course evaluations (optional);
- 9.2.5. Teaching Context forms (optional);
- 9.2.6. Peer review of teaching/supervision(only if peer review used);
- 9.2.7. List of documents on-call.

9.3. Further information in the Otago Teaching Profile can be found in the Academic Promotions policy document ([link](#)) and on the Higher Education Development Centre (HEDC) website ([link](#))

10. The First Confirmation Report

10.1. Heads of Departments will submit the First Confirmation Report, on the appropriate form, to the Dean (Division of Health Sciences) or the Pro-Vice-Chancellor, setting out the performance objectives required of staff members. Reports must be discussed with, and signed by, staff

members. In the case of Joint Clinical staff members, Deans should consult with the relevant District Health Board.

10.2. The purpose of the First Confirmation Report is to:

- 10.2.1. state, and have approved by the Vice-Chancellor/Deputy Vice-Chancellor (Academic), the performance objectives required for confirmation;
- 10.2.2. confirm that an orientation programme has been completed.

Notes

Performance objectives should be determined as soon as practicable after staff members take up their appointments, ideally within the first one to two months.

Generic objectives for the confirmation of academic appointments have been developed for each division and will form the basis of individual objectives.

Where making progress on, or completing a PhD, is a requirement for confirmation, careful consideration needs to be given to ensuring that the objective is realistic within the five year time-frame, that other publication objectives are achievable and that the workload for members is realistic.

Staff members, Heads of Departments, Deans (in the Division of Health Sciences) or Pro-Vice-Chancellors and the Deputy Vice-Chancellor (Academic) should agree on the objectives as soon as practicable and the First Report should be the official confirmation of the objectives.

Confirmation staff must be given the opportunity for an informal meeting with the Dean (in Health Sciences) or the Pro-Vice-Chancellor.

11. The Second Confirmation Report

- 11.1. Staff members will report on their progress for each objective in the Second Confirmation Report.
- 11.2. The Second Confirmation Report, on the appropriate form, will be submitted by Heads of Departments to the Dean (Division of Health Sciences) or the Pro-Vice-Chancellor.
- 11.3. On this occasion it is expected that Heads of Departments will consult with appropriate senior colleagues who have been confirmed, about the performance of the staff members under review.
- 11.4. Confirmation staff must be given the opportunity for an informal meeting with the Dean (in Health Sciences) or the Pro-Vice-Chancellor.
- 11.5. The purpose of this review is to:
 - 11.5.1. assess staff members' progress against the confirmation objective;
 - 11.5.2. identify staff members whose performance is satisfactory or better; and
 - 11.5.3. identify staff members where Heads of Departments consider they are not making satisfactory progress with their objectives and raise these concerns with them. Staff members must be given the chance to respond to these concerns. They may have representation at any discussion and may seek independent advice. If, after discussion with staff members, their performance is deemed to be unsatisfactory in some areas then a plan must be put in place, with the staff members' agreement. The University must provide

appropriate support and action to staff members with the aim of facilitating improvement.
See also section 13.

12. The Third and Fourth Confirmation Reports

- 12.1. Staff members will report on their progress for each objective in the Third and Fourth Confirmation Reports.
- 12.2. The Third and Fourth Confirmation Reports, on the appropriate form, will be submitted by the Head of Department to the Dean (Division of Health Sciences) or the Pro-Vice-Chancellor.
- 12.3. The purpose of these reports is to identify:
 - 12.3.1. objectives which have been achieved (while noting that confirmation path staff will still be required to maintain or improve on performance in objectives listed as achieved);
 - 12.3.2. objectives which are on track to be achieved within the five year confirmation period;
 - 12.3.3. where there are concerns that objectives will not be achieved within the five year period;
 - 12.3.4. identify staff members where Heads of Departments consider they are not making satisfactory progress with their objectives and raise these concerns with them. Staff members must be given the chance to respond to these concerns. They may have representation at any discussion and may seek independent advice. If, after discussion with staff members, their performance is deemed to be unsatisfactory in some areas then a plan must be put in place, with the staff members' agreement. The University must provide appropriate support and action to staff members with the aim of facilitating improvement. See also section 13.
- 12.4. The assessment will include specifying which publications meet the quality standards expected in the Department or discipline, taking into account the staff members' appointment level.
- 12.5. If, at the time of the Third Report or the Fourth Report, Heads of Departments conclude that staff members have no reasonable chance of achieving the confirmation objectives, they should contact the Human Resources Manager, Promotions and Remuneration, for advice on how to proceed. See section 14 about the policy for early termination of the probationary period.

13. Interim Reports

- 13.1. The University may ask for interim reviews and reports. During these reviews Heads of Departments must provide clear feedback to staff members about their performance and whether or not progress is satisfactory. Written summaries of these reviews must be prepared by Heads of Department and staff members must have the opportunity to comment. The summary should include an outline of support offered to the staff members. A summary of these reviews will be submitted with the next progress report.
- 13.2. The University reserves the right to request additional formal progress or interim reports or detailed plans on how particular objectives will be achieved. In such cases, the Dean (Division of Health Sciences) or the Pro-Vice-Chancellor (in Divisions other than Health Sciences) and the Deputy Vice-Chancellor (Academic) will comment on the report or plan.

14. Early decisions on Confirmation

14.1. The policy for early confirmation is that:

- 14.1.1. Objectives must be set and formally approved in the First Report;
- 14.1.2. No consideration shall be given to confirmation unless the Third Report has been completed;
- 14.1.3. Early confirmation will only be considered by the Staffing Advisory Committee on the recommendation of the Deputy Vice-Chancellor (Academic). This will arise from a review of the achievement of objectives by the Human Resources Manager, Promotions and Remuneration, and with the endorsement of the Dean (in the Division of Health Sciences) or the Pro-Vice-Chancellor;
- 14.1.4. Early Confirmation will only be approved where the agreed objectives for the five year period have been fully met.

14.2. The policy for early termination of the probationary period is that:

- 14.2.1. If at any time at or following the Third Report the Head of Department considers that there is no reasonable likelihood of staff members meeting the minimum requirements for confirmation by the Final Report, Heads of Departments may recommend to the Staffing Advisory Committee that staff members' 5 year probationary period should be terminated early;
- 14.2.2. Heads of Departments will not make such recommendations without first giving staff members the opportunity to have input into the recommendation, and without having obtained the support of Deans (where applicable) and Pro-Vice-Chancellors;
- 14.2.3. On receiving a recommendation from Heads of Departments and confirmation of the support of Deans (where applicable) and Pro-Vice-Chancellors, the Staffing Advisory Committee will decide whether the probationary period should be terminated early, or whether it should be allowed to run for the full 5 years;
- 14.2.4. To the extent that it is practicable, the Staffing Advisory Committee will treat a recommendation for early termination as if it was a Final Report and any staff members whose probationary period is terminated as a consequence will have the same rights as staff members whose appointment has not been confirmed.

15. Final Report

- 15.1. Staff members will report on their progress for each objective in the Final Confirmation Report.
- 15.2. Heads of Departments will submit the Final Report, on the appropriate form, through Deans (Division of Health Sciences) or the Pro-Vice-Chancellors. Comments are required, on the performance and progress of staff members concerned. Heads of Departments may recommend that it be:

- 15.2.1. a final report if the performance objectives have been met; or
 - 15.2.2. a final report if the performance objectives have not been met and non-confirmation is warranted at the expiry of the confirmation period; or
 - 15.2.3. an interim report and that staff members be given one further period, normally of not more than twelve months, to achieve the performance requirements expected for confirmation.
- 15.3. Appropriate senior colleagues who are confirmed may be consulted and their views taken into account.
- 15.4. If Heads of Departments have concerns that the objectives have not been met and that it may be appropriate to defer the decision to confirm or it may be appropriate not to confirm, they must discuss these concerns with staff members and ensure that every opportunity is given to them to contribute to and comment on the report. Staff members may have representation at any discussion and may seek independent advice. See section 17 on the procedures for when a recommendation is to be made not to confirm a staff member.
- 15.5. Where staff members are Joint Clinical, the written endorsement of the appropriate District Health Board must accompany the recommendation.
- 15.6. Recommendations will be considered by the Staffing Advisory Committee, which may decide to either:
- 15.6.1. approve confirmation; or
 - 15.6.2. defer consideration of confirmation for one further period only, normally of not more than twelve months; or
 - 15.6.3. decline to confirm the appointment, in which case staff members will be informed that their employment will be terminated, with notice.
- 15.7. Where the Staffing Advisory Committee proposes to override recommendations of Pro-Vice-Chancellors regarding a confirmation report, it will provide a preliminary view to the Pro-Vice-Chancellors. It may discuss the decision with the relevant Pro-Vice-Chancellor at the next Committee meeting. At this point, staff members must be notified in writing of the reasons for the proposed change of decision and given the opportunity to comment on the proposed Staffing Advising Committee decision. Heads of Departments and Deans (if appropriate) also must be consulted.
- 15.8. The decision of the Staffing Advisory Committee will normally be made known to staff members and advised in writing no later than three months before the expiry of the initial term of five years, or, in the case of staff members for whom consideration of confirmation of appointment has been deferred for up to 12 months, three months before the end of the deferral period.

16. Deferral of Confirmation of Appointment

- 16.1. Consideration of confirmation of appointment may be deferred for a period of up to 12 months beyond the agreed confirmation period. This decision will be taken if the University believes that an extension of time will provide staff members with a reasonable opportunity to improve and

meet the University's expectations regarding teaching, assessment and curriculum development, research and/or professional practice and service.

16.2. Normally staff members will be granted one deferral only.

17. Non confirmation

17.1. If the Staffing Advisory Committee recommends that staff members are not confirmed, the following procedure must apply:

- 17.1.1. staff members must be given every opportunity to contribute to and comment on the report and the recommendation. They may have representation at any discussion and may seek independent advice at any stage in the process;
- 17.1.2. where Deans (if applicable) or Pro-Vice-Chancellors' comments or recommendation vary significantly from those Heads of Departments, the Human Resources Manager, Promotions and Remuneration, will ensure that staff members are provided with a chance to comment on these views;
- 17.1.3. before the report recommending non confirmation goes to the Staffing Advisory Committee for decision, the Human Resources Manager, Promotions and Remuneration, will provide staff members, Deans (if applicable) and Pro-Vice-Chancellors with copies of the full documentation being submitted to the Staffing Advisory Committee. Staff members will be given 10 working days to respond in writing with any comments they may have on the documents. They will be informed of the date of the meeting, possible outcomes and a contact person;
- 17.1.4. the Staffing Advisory Committee will make the decisions to confirm, defer or not confirm staff members;
- 17.1.5. the Human Resources Manager, Promotions and Remuneration, will inform staff members of the decision within 10 working days, provide the reasons for the decision and provide them with an opportunity to comment on the decision. Staff members will be given 10 working days to respond with any comments;
- 17.1.6. where new information is introduced that could affect the decision, the Human Resources Manager, Promotions and Remuneration, will refer the matter back the Staffing Advisory Committee for further consideration;
- 17.1.7. the Human Resources Manager, Promotions and Remuneration, will then inform staff members in person and in writing that their employment will be terminated, with notice, and advise them of their right to appeal if they wish.

18. Notice period

18.1. The notice period will not be less than three months by either party.

19. Right to Appeal against a decision not to confirm

19.1. The following procedures apply to appeals:

- 19.1.1. should staff members decide to appeal against the decision to not confirm them, they must notify the Human Resources Manager, Promotions and Remuneration in writing within one month of receiving the decision letter;
- 19.1.2. copies of all the papers considered during the confirmation process that relate to confirmation will be provided to staff members. The same core set of papers will be provided to the members of the Review Committee;
- 19.1.3. staff members who decide to appeal should provide written reasons outlining why they believe that the decision is incorrect. Staff members may wish to provide additional relevant information with their letter of appeal;
- 19.1.4. the Review Committee usually comprises at least two senior academics appointed by the Vice-Chancellor. They will normally meet within one month of the Human Resources Manager, Promotions and Remuneration, receiving the appeal;
- 19.1.5. the Review Committee will review all papers relating to the Confirmation Path appointment but is not required to meet with the appellants. The Committee may request further information or clarifications through the Human Resources Manager, Promotions and Remuneration. The appellants will not appear before or have other direct contact with the Review Committee unless requested to do so as part of the information seeking process;
- 19.1.6. the Review Committee will provide a report to the Vice-Chancellor, and recommend that:
 - a) the Staffing Advisory Committee's decision be confirmed; or
 - b) staff members be given one further period normally of not more than twelve months to achieve the performance requirements expected for confirmation; or
 - c) staff members be confirmed.
- 19.1.7. the Review Committee may also wish to provide comment or recommendations on the Confirmation policy or process;
- 19.1.8. the Vice-Chancellor will make a decision;
- 19.1.9. the Human Resources Manager, Promotions and Remuneration, on behalf of the Vice-Chancellor, will advise the Staffing Advisory Committee of the decision of the Review Committee;
- 19.1.10. the Human Resources Manager, Promotions and Remuneration, will write to staff members advising the outcome of the Review.