

## 10. General Manager Appointment, Role and Performance

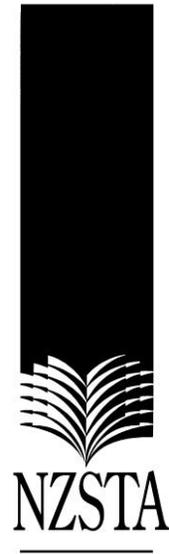
### A. Background

*The Board has identified a need to balance strategic focus with rigorous accountability frameworks throughout the organisation that enable the Board to*

- *focus on strategic leadership and direction of NZSTA,*
- *make effective use of delegations to the General Manager (GM) for operational matters,*
- *discharge its fiduciary duties by maintaining robust accountability frameworks across all NZSTA activity.*

*The GM's job is to implement and comply with the strategic plans and policies of the Board.*

*This policy identifies the Board's expectations of its General Manager.*



### B. Strategic direction

Recognising that the Board's governing role is focused on the formulation and monitoring of the strategic plans and policies, as the strategic leader, the Board delegates to the General Manager (GM) responsibility for implementing these through the establishment of appropriate programmes and services.

The GM may only approve or support actions or activities that protect and enhance the reputation of NZSTA.

### C. Operational requirements

#### Recruitment and appointment

1. The responsibility for appointing and terminating the employment of the GM lies with the Board.
2. The process of advertising, short-listing and appointing the GM is the responsibility of the Board.
3. The GM's terms and conditions of employment are contained in an employment agreement negotiated and signed by the Board and the GM.
4. The process of termination of the GM agreement is contained in that employment agreement.
5. The Board shall establish a salary package, reviewable annually, for the position of GM.

#### Strategic Leadership

6. The GM provides strategic leadership to the staff of NZSTA and strategic advice to the governing Board.
7. The GM may, through the President, use the expert knowledge of individual Board members.

#### Operational Effectiveness

8. The GM takes all actions necessary to give effect to the Board's strategic plans and policies.

## **NZSTA POLICY FRAMEWORK INTEGRATED POLICIES**

9. The GM is responsible for establishing all operational practices essential for the effective management of the organisation.

### **Reputation Management**

10. All public statements made by the GM protect and enhance the reputation of NZSTA.

### **Reporting to the Board<sup>1</sup>**

11. The GM reports to the Board as a whole and keeps it informed of the true and accurate position of the outcomes of programmes and services, financial position, significant management issues and all matters having real or potential legal considerations for NZSTA.

12. The GM must:

- a. address the full range of operational issues requiring the Board's attention,
- b. submit data in timely, accurate and understandable fashion,
- c. inform the Board of significant trends, implications of Board decisions, issues arising from policy matters or changes in the basic assumptions upon which the Board's Strategic Plan is based, and
- d. research and collate for the Board a range of internal and external perspectives and opinions on any issues and options before the Board, to enable the Board to make fully informed choices.

13. The GM must inform the Board as soon as practicable when, if for any reason s/he becomes aware of:

- a. any non-compliance with Board policy by NZSTA or any of its employees,
- b. the Board's non-compliance with any of its own policies, or
- c. any substantive variations to the annual plan.

### **Accountabilities and Performance Management**

14. The Board monitors all elements of the GM's performance in achieving NZSTA's strategic goals and targets, through regular reporting to the Board supplemented by an ongoing formal performance appraisal process.

15. The Board's ongoing GM performance management process conforms with accepted good practice and provides robust assurances to the governing Board that the GM is operating in a manner that:

- a. is strategic and forward-focussed,
- b. is in the best interests of NZSTA and its member boards,
- c. promotes an organisational culture of high expectations, high trust, high transparency and high accountability within all NZSTA offices, and
- d. protects and enhances NZSTA's reputation as a high-performing organisation.

16. The GM and the President<sup>2</sup> meet annually to carry out the formal performance appraisal.

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<sup>1</sup> See also: President's Role policy

<sup>2</sup> See definitions re delegations

## NZSTA POLICY FRAMEWORK INTEGRATED POLICIES

17. The GM's appraisal is based on a set of criteria agreed between the President and the GM at the beginning of the appraisal period, that reflect the Board's strategic priorities and requirements as set out in the H-ETTA Policy Framework.
18. The format and process for the appraisal meeting are decided by mutual consent.
19. The President, with the Board's prior approval, may nominate an external evaluator to carry out the GM's appraisal. Any external evaluator is a contractor/employee of the Board, not of the GM, and as such will negotiate all aspects of the evaluation with the Board.

### ***Reviewed and approved by the Board***

On this date:

14 March 2014

Signed on behalf of the Board

Lorraine Kerr

President

