

# **HONG KONG BAPTIST UNIVERSITY**

## **HUMAN RESOURCES POLICIES AND PROCEDURES/REVIEW OF APPOINTMENT**

### **Review of Appointment for Non-teaching Staff**

#### **1. Preamble**

All non-teaching staff members are appointed initially on fixed-term contracts.

For Managerial/Senior Professional Staff, the University offers long-term employment prospect through the arrangement of a continuous contract appointment normally at the end of six years of service, after taking into consideration staff performance, service needs and financial viability of the Faculty/School/Office. Continuous contract appointment is renewable upon recommendation of the Dean of Faculty/School or Head of Office.

For Executive/Professional and General Staff, the University offers long-term employment prospect through the arrangement of an open continuous appointment, also at the end of six years of service, after considering staff performance, service needs and financial viability of the Faculty/School/Office.

Further contract renewal could also be offered to an appointee after six years of service if there is uncertainty over recurrent funding viability, staffing arrangements and/or staff performance/potential for further development.

#### **2. Annual Review during the Contract Period**

All non-teaching staff members are expected to follow an annual performance review process for non-teaching staff. After goal setting at the start of a cycle or upon start of the appointment, on-going feedback and communication between reviewers and reviewees is always encouraged. If substantial improvement is required from the staff member concerned, the Head/reviewer may consider conveying his/her comments in writing to the staff and copy it to the Human Resources Office for record as appropriate.

The annual performance report completed and signed by all parties will be kept in the relevant Office. In the event that a staff serving a contract period of appointment is recommended for any human resources-related decision (such as contract renewal, continuous contract appointment/continuous appointment, promotion, termination, etc.), those reports, serving as the official records of staff performance, may be presented to the relevant Panels or appointment approvers for consideration.

#### **3. The Appointment Review Process**

##### **A. For Executive/Professional and General Staff**

- a. At about two to three months before the end of the contract period, the Heads of Departments/Offices will be invited to provide an assessment on the overall performance of the staff member concerned, and to make a clear recommendation on whether the contract should be renewed. It is generally expected that staff who are recommended for contract renewal must have demonstrated good performance.

- b. The assessment and recommendation should be returned to the Human Resources Office within two weeks from the date of receipt of the request from the Human Resources Office.
- c. The recommendation on the contract renewal/completion or conferment of continuous appointment should be forwarded to the Dean/Vice-President/President and Vice-Chancellor to whom the staff's Department/Office reports for endorsement.

**B. For Managerial/Senior Professional Staff**

- a. At least six months before the end of the contract period, the Dean/Head of Office will be invited by the Human Resources Office to make a recommendation regarding the appointment status of the staff member under review to a University Review Panel.
- b. The staff under review may provide to the University Review Panel a self statement of his/her duties and achievements during the period of contract employment to date. He/She may furnish any information in support of his/her desire to further his/her appointment with the University or otherwise and such a statement shall be considered by the Panel.
- c. With a view to collecting more objective evidences on the performance of senior non-teaching staff, additional input from his/her peers/users/subordinates will be solicited in the form of Service Evaluation Surveys for the review of non-teaching staff at or above Band G, and as and when required, for the review of non-teaching staff below Band G.
- d. In conducting the Service Evaluation Survey, a list of user groups will be drawn up after consultation with the respective supervisor of the staff under review. The staff concerned will be asked to make suggestions on adding or deleting group(s) of users for the survey subject to confirmation with the supervisor. In the event of disagreement, the reporting Vice-President or President and Vice-Chancellor will make the final decision. In order to obtain a holistic view on the work performance of the staff under review, the user groups for the Service Evaluation Survey should normally include seniors, peers and subordinates of the staff concerned.
- e. The identified users will be invited to provide feedback on the performance of the staff concerned by completing a Service Evaluation Survey Form. In the case of surveys conducted on Heads of Administrative Offices, focus will also be made on the service rendered by the respective Office as a whole.
- f. Upon receipt of the performance review records of the immediate past two years, a recommendation from the Dean/Head of Office, a self-statement from the staff concerned on his/her duties and achievements, if available, and, as appropriate, results of the Service Evaluation Survey, the University Review Panel will consider all the evidences provided, and recommend one of the following courses of action to the respective appointment approvers for approval :
  - i. that the appointment of the staff member be renewed for another period; OR
  - ii. that the staff member be offered a continuous contract appointment; OR
  - iii. that the appointment of the staff member be terminated at the end of the contract employment.

#### **4. Review Panel Composition**

- a. Membership of the **University Review/Re-grading/Promotion Panel for Non-teaching Staff (other than Heads of Offices)** comprises:
  - i. The Vice-President (Administration) and Secretary as Chairman;
  - ii. Two academic staff members (one Dean/Head and another who is not a Dean/Head at or above the Associate Professor rank);
  - iii. Two senior non-teaching staff members (at or above Salary Band F Managerial/Senior Professional Staff);
  - iv. A staff member of the Human Resources Office as Secretary;

(Note: The relevant Dean of Faculty/School or Head of Office will be invited to act as resource person(s) for the case under review.)

- b. Membership of the **University Review Panel for Heads of Offices (and Deans)** comprises:
  - i. The President and Vice-Chancellor as Chairman;
  - ii. Vice-Presidents;
  - iii. One to two senior staff member(s) at the Dean/Head of Office level to be co-opted at the discretion of the Chairman;
  - iv. The Director of Human Resources or his/her delegate to act as Secretary.

#### **5. Review Criteria**

- a. The approving authority or members of the University Panel, as appropriate, shall consider all the evidences provided and the performance of the staff concerned.
- b. Additional information or evidences may be requested from the Dean/Head of Office or the staff concerned by the approving authority or the University Panel. In the case of review by the University Panel, the Panel may choose to interview the staff member before making recommendation.

#### **6. Communication of the Result of Review**

- a. Result of the review will be communicated to the staff member concerned in writing and the service evaluation survey results (if any) can be shared upon request.
- b. The reviewers should continue to monitor the performance of the staff concerned to see if the desired improvements have been made.

#### **7. Appeal Procedures**

A staff member who is dissatisfied with the outcome of the review may write to appeal against the result within one month of the date of letter of notification.

- a. The staff member concerned who wishes to appeal against the result of the review could write directly to the President and Vice-Chancellor giving all the reasons and evidences for such an appeal;

- b. The President and Vice-Chancellor, after examining the reasons for the appeal, could either authorise the Review Panel to be re-convened to re-consider the case on ground of any newly submitted evidences, or to convene a different Panel, or to adopt other appropriate measures at his own discretion;
- c. The President and Vice-Chancellor should have the absolute discretion to interview the staff member concerned and/or to accept or not to accept the re-considered view of the Review Panel before communicating the result to the staff;
- d. The President and Vice-Chancellor's decision on the re-considered view of the Review Panel should be final.

Human Resources Office

September 2024

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