Head of Department / Head of School

Succession and Appointment Procedures

Overview

Succession planning will be used to fill critical roles needed for the University's future success. The academic Head of Department/School (HoD/HoS) role is both strategically and operationally critical to the University's continued success. Succession planning will ensure continuity and stability for this critical role and all academic departments.

Succession planning will ensure that incoming HoDs/HoS are well trained and mentored and are ready to step into these key University positions. Academic staff selected through the succession planning/appointment process will be required to commit to the development and mentoring processes.

Process

1. At the start of the calendar year, following notification by HR, each Executive Dean will review which HoDs/HoS are coming to the end of their term of office and in January of that year the post of HoD/HoS will be advertised using the policy and procedures for the appointment of academic staff. The HoD/HoS position will be advertised internally on the UL vacancy web pages and will be open to members of academic staff within the relevant Department/School. Candidates will normally hold the position of Full Professor or Professor. There is an expectation that those at Full Professor and Professor level who have not served in the immediate past as Head of Department/School would put their names forward for consideration for the role when a vacancy is advertised.

    The title of the post is Head of Department or Head of School (no other title is conferred), and the applicable salary is the Professor salary scale. The appointment will be made as per the policy and procedures for the appointment of academic staff. Full Professors and Professors who are appointed to the role of HoD/HoS will retain their current salary.

2. In instances where the process outlined at no. 1 above does not yield a candidate, the Dean may re-advertise or require a Full Professor or Professor within the department to take on the role of HoD/HoS. Under this process a HoD/HoS appointment will be made by the President after they have received a joint recommendation from the Executive Dean of Faculty and Provost (using the assignment of duties form).

Process 1 or 2 should normally be complete by the end of April to allow for a handover period of four months (1 May – 31 August) and for HoD/HoS training and development programmes to be undertaken.

The outgoing HoD/HoS will remain in an advisory capacity to the new HoD/HoS once they take over the academic department for a period of four months after the start of the term of office.

This assignment is subject to review. It will be reviewed 6 months from the start date and at such time both parties i.e. the University and the post holder has the right to conclude this assignment. In this event the post holder will return to their substantive position.

The appointment will normally be for a period of five years and will normally commence at the beginning of the academic year, however, the President & Executive Dean may agree to make an appointment for a shorter duration. The letter of appointment will issue from the President's Office. The HoD/HoS appointment may be renewed for a further period of up to three years. Approval for renewals will follow the University's contract renewal process. At the end of the term of HoD/HoS, staff will revert to their substantive grade.

When the term of HoD/HoS has been completed, the individual will receive a research grant of €6,000 and six months' special research leave[1].

UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

ASSIGNMENT OF DUTIES AS
HEAD OF DEPARTMENT / HEAD OF SCHOOL

(For Process 2)

Date issued:

Name:

Faculty:

Department / School:

Date of assignment: **From:**   **To:**

_____   _____

Executive Dean   **Date**

_____   _____

Provost   **Date**

Approved_____   _____

          President   **Date**

Noted_____   _____

          Director Human Resources   **Date**

HEAD OF DEPARTMENT / HEAD OF SCHOOL

The Head of Department / Head of School (HoD/HoS) provides effective management and academic leadership within the department in a manner that contributes to the achievement of the University's strategic plan and faculty plans.

Through the relevant Executive Dean, the HoD/HoS is responsible for matters relating to the management of departmental staff, including the effective performance of their duties, and the organisation of teaching, research and associated activities. The HoD/HoS is expected to regularly communicate with and respond to staff within their department and to be responsive to the interests and direction of the wider university.

The HoD/HoS will demonstrate vision, management skills, the ability to acquire resources and the skills to empower and influence others to contribute to getting the job done. The methods by which the HoD/HoS carries out their duties and the extent of delegation will depend on factors such as the size and nature of the department and the personal approach of the individual HoD/HoS. Whilst academic leadership will often be shared, particularly through the support of the departmental professoriate, the HoD/HoS is ultimately accountable for the management of the department.

Period of appointment: Normally a five-year term with possible extension of three years by agreement.

The outgoing HoD/HoS will be obliged to mentor the newly appointed HoD/HoS for a four-month period, thus allowing for a smooth transition.

Representative work activities (role-specific rather than academic staff role)

Leadership	- Contribute to the formulation and dissemination of the faculty's and the Department/School's strategic plan. - Submit for approval to the Dean the departmental strategy supported by relevant plans that define the aims and objectives of the department and include proposed investments, a financial plan, budget and staffing plans. These should be set in the context of the University and faculty strategies. - Participate in faculty/department projects and initiatives as directed, including chairing working groups where required. - Encourage and support the contributions of academic staff by developing/sustaining appropriate structures for consultation, decision-making and communication with all staff. - Develop and promote the internal and external profile of the department. - Ensure interaction occurs with stakeholders, such as professional bodies, funding agencies and potential employers, as appropriate to the department. - In liaison with the associate deans, take a leading role in the development of activities across the faculty, with particular emphasis on the activities of own department.

Academic Management	• Oversee, organise and develop the core activities of teaching, research, examining, advising and other service activities and of commercial exploitation and knowledge transfer, consulting, where appropriate, with all departmental colleagues. • Ensure that the department's responsibilities to students in respect of admission, teaching, progress and pastoral care are met. • Facilitate and promote the development of intra- and inter-disciplinary academic activity (in teaching and research). **Teaching** • Account for and manage, in collaboration with the course directors, the effective delivery of programmes and modules. • Ensure that the quality and standards of programmes within the department's remit are maintained and enhanced. • Support innovation in course design and delivery, teaching, learning and assessment methods. • Contribute to the teaching undertaken within the faculty and department. **Research** • Raise the research profile of the department within the faculty and externally. • Enhance the quality and volume of research by encouraging and enabling demonstrable research achievement within the department. • Ensure budgets and income targets are planned and set in conjunction with colleagues. • Ensure that research and other external contract work are managed effectively. • Contribute to the research undertaken within the faculty and department.
Resource Management	**Staff** • Manage all staff-related issues within the department, including performance, professional development, appraisal, induction and succession planning. • Plan and manage the use of all resources (including work programme planning and sickness absence monitoring) associated with the department. • Contribute to the recruitment and retention of staff in accordance with University policies. Establish appropriate management structures, allocate work and promote flexible staff deployment and working practices to enhance effectiveness and efficiency. • Create an environment that provides appropriate learning opportunities (e.g. through PDR/staff training) that enable staff to fulfil their potential and that support succession planning

processes.

- Act as a reviewer in staff review and development arrangements for academic staff.
- Monitor and regularly review the performance of the department against agreed objectives, and report regularly to the Dean.

Financial/Physical

- Take full financial responsibility for and control of the devolved part of the department budget to maximise income and to ensure that money is spent effectively while working within University and faculty regulations.
- Ensure that the resources allocated to the department are managed in accordance with the University's financial and other regulations.
- Ensure that appropriate arrangements are in place to account for and maintain the physical assets and resources of the department, such as the departmental asset register, allocated space, equipment and buildings.

Other

- Ensure that administration and management information required by the Dean, the faculty or central administration is available.
- Take responsibility, if requested, for handling major departmental processes (e.g. forward planning, financial management, quality management and admissions).

Supervision	- As per previous levels (academic staff profiles) - Line management of members of the department
Relationships and Key Contacts	- Reports to: Executive Dean - Align the activities of the department with those of other departments to ensure their coherence with those of the faculty as a whole. - Promote the work of the department internally and externally, including fostering relationships with academic staff, prospective employers, other academic and research organisations, visiting and honorary dignitaries, funders, the business community and government organisations. - Liaise closely with central administration, associate deans, etc.
Quality and Standards	- Have knowledge of and be responsible for promoting diversity and equal opportunities within the faculty in accordance with University policies. Ensure HR policies and procedures within the department are complied with. - Have knowledge of and be responsible for health and safety matters within the department, particularly the establishment of safe working practices.

	- Have knowledge of and ensure that academic regulations, quality standards and teaching, learning and assessment processes are complied with. - Be responsible for dealing with student issues, including issues referred by other academic staff.
Key Competencies/ Attributes	**Leadership and Collegiality**: Appreciates the longer-term view and has the courage to give purpose and direction to take the department forward. Acts as an advocate for their team and works collegially with other senior leaders across the University. Demonstrable experience of leadership in advancing gender equality **Results Focus**: Takes action to make sure things happen. Delegates appropriately. **Continuing Professional Development**: Engages in self-development. Encourages and empowers others to develop their careers and reach their full potential. **Managing Finance and Resources**: Ensures resources are used effectively by appropriately managing and monitoring budgets and controlling the flow and quality of work. Allocates resources appropriately in line with department objectives. **Working Collaboratively**: Creates a cohesive team approach across the department and faculty and across faculties. Manages others and their performance with honesty and integrity. **Managing Change**: Prepares for, initiates and implements change. Is able to balance University/faculty need for change with own department needs. Understands the concerns of colleagues and communicates the reasons for change. Monitors and reviews change initiatives.

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Changes made	Change to title due to academic titles update. Also included, Demonstrable experience of leadership in advancing gender equality as per agreement with EDI for all senior management roles.
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