



## Role description for Head of Department

### Overview

The Head of Department provides strategic leadership and management for her/his department, leading and managing the department so that it realises its full potential in delivering the excellence in education and research that is the University's purpose. Heads are accountable to the Executive Dean of Faculty for this strategic leadership and management, and are line-managed by the Executive Dean. Heads of Department also work closely with senior faculty officers, their departmental leadership team and members of Professional Services (particularly but not exclusively the relevant Faculty Support Team) to discharge their responsibilities.

Reflecting these responsibilities, the Head of Department is chair of the Departmental Meeting; is an *ex officio* member of Faculty Steering Group and Senate; and the Head sits on the Faculty Education Committee. The Head also attends the regular Monday Management Meetings.

### Responsibilities

#### *Leadership*

1. Providing leadership for all staff in the Department, and promoting the pursuit of excellence in education and research within the discipline(s) covered by the Department.
2. Establishing, developing and empowering a departmental leadership team that supports excellence in education and research; ensures continuity in departmental leadership and management; and ensures that there are appropriate and effective mechanisms for consultation and communication within the department.
3. Ensuring that the Department's interests are promoted effectively, both internally and externally.

#### *Education and research*

4. Developing and implementing a strategic approach to the Department's educational provision that enables achievement by the department of the University's strategic educational objectives; delivers a transformational educational experience to the Department's students; and is consistent with the University's framework for academic quality and standards.
5. Developing and implementing a departmental research strategy that enables the department to meet the University's strategic objectives for research quality, intensity and impact.

#### *Planning*

6. Working with colleagues in the department to develop, review and enhance the academic vision for the development of their department within the context set by the University's Strategic Plan and associated strategies.
7. Leading the Department's engagement in the Annual Strategic Planning Process, ensuring that their department engages fully and constructively in the process and that the Department Strategic Plan and its implementation deliver the objectives set out in the University's Strategic Plan and associated strategies.
8. Ensuring that the department's portfolio of educational provision is reviewed and developed in order to maintain, and where possible improve, the department's recruitment position both in terms of quality and quantity in the context of national and international student demand for their discipline(s).
9. Leading the Department's development of new sources of income that support it in delivering excellent education and research.

#### *Staff management*

10. Overseeing the management of all staff within the department, ensuring that the following areas are managed within the University's HR and equal opportunities policies to support the achievement of the University's and department's strategic objectives:
  - a. Recruitment and appointment.

- b. Induction, mentoring and probation.
  - c. Staff development.
  - d. Performance management and review.
  - e. Promotion and recognition.
11. Allocating teaching and other duties within the department, in light of the department's strategic needs and the overall workload and balance of activities of both the department as a whole and of individual members of the department.
  12. Provide direct line management for the Departmental Administrator, in close consultation with the Faculty Manager.

#### *Resource management*

13. Managing the Department's financial, staffing, space and other resources within approved budgets and allocations, and in accordance with the University's financial regulations and other relevant regulations and policies.
14. Promoting measures within the Department to increase operational efficiency, so that where possible and feasible existing resources are freed in order to enhance educational provision and research activity.

#### *Engagement*

15. To ensure that the department's activities are undertaken in line with the University's Charter, Ordinances, Regulations and policies, and that all the department's staff are aware of these requirements.
16. To carry out the responsibilities of a Head of Department as set out in the University's Health, Safety and Well-being Policy.

Holders of the role may delegate specific activities related to these responsibilities to departmental colleagues. Where activities are delegated the role holder remains responsible for them; activities can be delegated, responsibility may not.

#### **Good practice guidelines**

Executive Deans should:

- Agree with the role holder an appropriate time allocation in the role holder's workload allocation to allow them to carry out the role.
- Ensure that appropriate steps are taken to inform the role holder of the support that is available to them from the faculty's senior academic officers and the faculty support team, to help the role holder in carrying out their responsibilities.
- Consider when nominating someone for the role the level of experience and seniority required to operate strategically and influence colleagues effectively.
- Ensuring that the University's Ordinances and procedures for the appointment of Heads of Department are followed.

Wherever possible Departments should:

- Identify and propose to the Vice-Chancellor, through the Executive Dean, a successor a year before a role holder is due to end their term of appointment, to allow the successor to shadow the role before taking up its responsibilities.

Role holders should:

- Attend and engage with relevant faculty and University networks related to the role.