



Appointment of Heads of School PROCEDURE HRPR 2.1

Related Policy	Heads of School Policy (HRP2.1)
Procedure Scope	University-wide
Commencement Date	1 July 2007
Review Date	1 July 2008
Organisational Unit responsible for day-to-day operation of the procedure	Unit name: Human Resources Phone: (03) 6226 2013 Fax: (03) 6226 2751

PROCEDURE

1 Purpose

To establish a process for the selection and appointment of Heads of School which aims to ensure that Heads of School have the capacity to provide academic and strategic leadership to the School whilst allowing Deans to use their best judgement in making a particular appointment to the Headship.

2 Exceptions

N/A

3 Links to Related Forms, Records and Electronic Databases

- [UTAS Ordinance 99 \(Academic Structure\)](#)

4 Detailed Steps, Procedures and Actions

4.1 Generally

- 4.1.1 Deans have responsibility for identifying appropriate individuals for appointment as Head of School within their respective Faculties and will nominate staff who best fit the selection criteria.
- 4.1.2 The selection process is designed to allow the Dean to evaluate whether the proposed appointee has the confidence of the University and the relevant School, seeks to engage the School in the proposed change, and ensures support for the proposed appointee.
- 4.1.3 Whilst potential candidates will usually be sourced from within UTAS following consultation with the School's academic and general staff, there may be situations where an internal appointment may restrict the School's capacity to achieve strategic

changes. Similarly, the University may wish to diversify the academic leadership profile to reflect the gender and cultural profile of the University. In such situations, should resources allow, it may be appropriate for the School or the Dean to put a case to the Senior Management Team to look outside UTAS for a new Head of School.

- 4.1.4** If practicable, the Dean should initiate the selection process at least 12 months prior to expected commencement in the role.

4.2 Consultation with relevant School

- 4.2.1** The Dean should conduct a consultation process that is wide, thorough and robust. This may include visits to the School and individual discussions with staff regarding possible nominations.
- 4.2.2** This should also be treated as an opportunity to discuss the strategic direction of the School, the role, responsibilities and the authorities of the position of Head, and the expectations of support from staff.
- 4.2.3** The Dean should also seek the School's expectations of the selection process, consider and discuss renewal of an existing Head and, where appropriate, modify the process accordingly.
- 4.2.4** Issues that might be discussed and which are important in the development of a selection process that reflects the School's needs include:
- (a) the breadth of the consultative process and who will be involved. Usually this process should include all academic and general staff of the School and the staff of cognate Schools, Centres and/or Institutes.
 - (b) the form of consultation. This will be as open and transparent as possible. It may include private discussion, written submissions to the Dean etc. Staff should be asked to provide reasons, which are referenced to the agreed selection criteria, as to why certain colleagues are proposed for appointment.

4.3 Selection criteria

- 4.3.1** The selection criteria below are general and should be interpreted in the context of the particular School.
- 4.3.2** Whilst the School and the Dean may include additional criteria where appropriate, the following criteria should be used:
- (a) academic and strategic leadership;
 - (b) people management skills (including capacity and commitment to ensuring effective performance of all academic and general staff within the School);
 - (c) financial management, planning and organisational skills;
 - (d) academic leadership and standing arising from quality teaching and research;
 - (e) interpersonal skills, including common sense, fairness, honesty and openness;

- (f) a demonstrated commitment to equity; and
- (g) demonstrated high level decision-making skills.

4.4 Identification of incoming Head of School

4.4.1 As a result of the consultative process, consensus is likely to be reached as to the preferred candidate. However, it is recognised that this may not always occur **and is not necessary for the making of an appointment.**

4.4.2 It is desirable that the incoming Head be identified at least six months prior to assuming the role. This will allow the incumbent to undertake any relevant training and to have input into planning decisions for the School and Faculty.

5 Key Words

- *Head*
- *School*
- *Appointment*

RESPONSIBILITIES

Implementation	Director, Human Resources
Compliance	Director, Human Resources
Development/Review	Deputy Vice Chancellor & Provost
Interpretation & Advice	Director, Human Resources

WHO SHOULD KNOW THIS PROCEDURE?

- Deans
- Members of Senior Management Team
- Heads of School

EFFECTIVENESS OF THIS PROCEDURE

- The effectiveness of this Procedure will be established by feedback obtained from Deans, Heads and staff.

PROCEDURE HISTORY

Revision Ref. No.	HRPR 2.1
Approved/Rescinded	Approved
Policy Maker (Title)	Director, Human Resources
Policy Maker (Signature)	

Date	
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