

## SCHOOL OF INFORMATICS

### Strategy Committee

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### Academic Management Structure

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#### **Background**

This paper provides an update on the above, following the workshops held on Monday 14 January, and Monday 4 February, facilitated by David Fraser (external consultant) and further discussions held between Head of School and Directors of Institute.

#### **Action requested from the committee**

Strategy Committee is asked to note the paper and attachments. Discussion is invited on further dissemination of the new academic management structure and the support requirements of those taking on additional management responsibilities.

#### **Main subject text**

The workshops were attended by the Head of School, Deputy Heads of School, Directors of the Research Institutes and Director of Professional Services. They were facilitated by David Fraser (external consultant).

The workshops discussed the role of the School Leadership Team, now defined as the ex-officio members of strategy committee, in the planning and decision-making processes within the School and in representing the School more widely. The workshops also considered the line management arrangements of academic staff and produced proposals for devolution of some line management to a new Deputy Head of School role (in respect of UE10 academic staff) and Directors of Institute (in respect of UE08/09 academic staff). The Head of School will continue to be line manager for all members of the School Leadership Team and will share line management of other UE10 academic staff with the new DHoS role. The outcomes of the workshop are summarised in the two annexes to this paper.

In relation to teaching, it was agreed that courses should be explicitly defined as 'School' or 'Institute', with responsibility for resourcing the latter devolved to Institutes (or sub-groups within Institutes) to work with the Director of Teaching on teaching duty allocations.

A further workshop is being scheduled for May, for more detailed consideration of the implementation of the new structure and responsibilities. Outstanding issues include:

- Provision of improved management information to better inform decision-making.
- Support for members of the Senior Leadership Team in taking on additional responsibilities.
- Dissemination of the new structure and responsibilities within the School.

#### **Equality and diversity implications**

University policy and good practice to be followed in implementing any changes to line management responsibilities.

**Resource implications (staff, space, budget)**

Creation of additional academic duties (eg additional Deputy Head(s) of School, Deputy Director(s) of Institute) will have resourcing issues but are manageable in the context of increased number of academic staff over recent years.

## **School Leadership Team - responsibilities**

### **As a member of the School Leadership Team**

1. Contribute to the development of strategy and inform the planning process.
2. Review the performance of the School in relation to its objectives and contribute to the development and implementation of consequent actions.
3. Bring concerns and issues to the leadership group for discussion and identification of appropriate actions, where required.
4. Participate in high-level decision-making and take a collective responsibility for the outcomes of that process.
5. Promote the reputation of the School and its successes, including representing the School in appropriate fora and to relevant groups (both internal and external).

[Better information and management reporting will assist evidence-based decision making.]

### **As a line manager of academic staff (where appropriate)**

1. Take a pro-active interest in the well-being and personal and professional development of staff whom you line manager and promote opportunities for personal and professional development and career enhancement and progression.
2. Ensure the induction of new members of staff, that the annual and any probationary or similar reviews take place and that, as far as you are able, it is a meaningful and relevant experience for the appraisee. Contribute to the appraisal, if not undertaking it, and sign-off the agreed outcomes and actions.
3. Identify, help develop and support cases for promotion and reward, working alongside the staff member's mentor.
4. Deal with requests for absence (e.g. annual leave, special leave) within the parameters of School and University policies and processes. Deal with cases of absence management.
5. Deal with requests for contract variations (e.g. leave of absence, phased retirement), consulting as necessary, with final agreement subject to Head of School approval.
6. Deal with performance issues, with the support of professional services staff, where required.
7. Contribute to the recruitment process for new members of staff and participate in recruitment panels as appropriate, either directly or through delegation. Head of School will retain responsibility for negotiations on terms of contract for new appointees, consulting with the relevant Director of Institute as necessary.

In dealing with staffing and personnel matters, line managers will be supported by the Professional Services team within the School and, where appropriate, by College HR Advisors.

**As Director of Institute (where appropriate)**

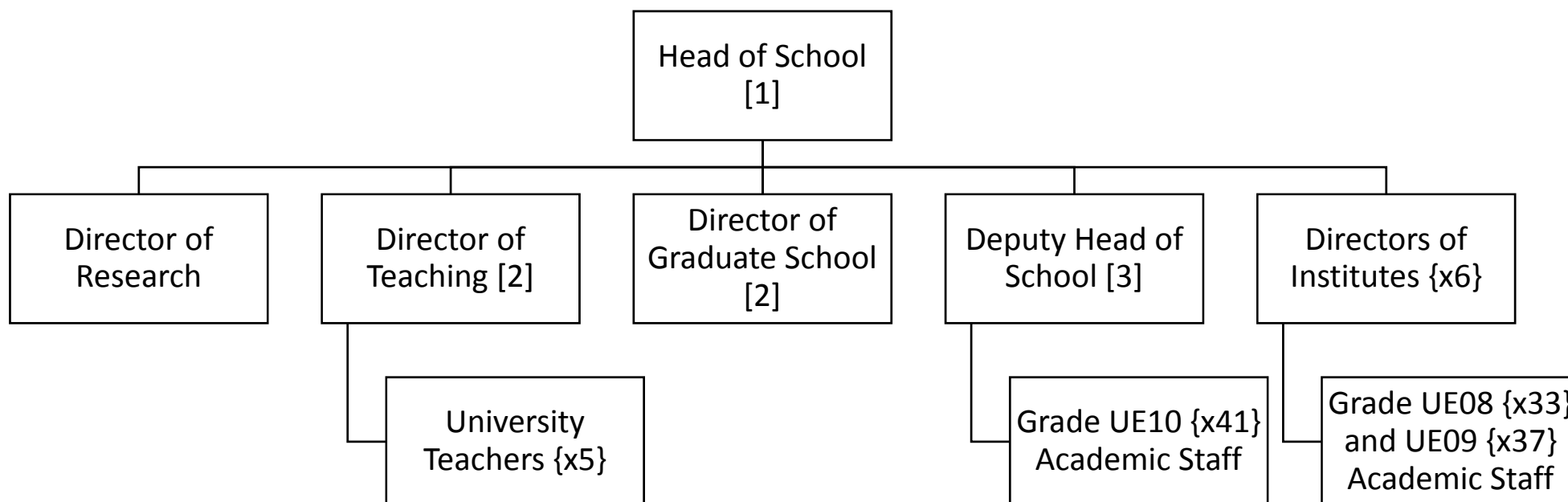
*Normally appointed for a period of three years, the Director of Institute is responsible for the devolved management of Institute staff and budgets, as determined by the Head of School. The post-holder is expected to create an environment which encourages excellence in research, supports the development and welfare of staff and students, and ensures the effective administration of the Institute's activity and resources, and to participate directly in academic teaching and research.*  
*[<http://web.inf.ed.ac.uk/infweb/admin/allocation-duties/admin-duties/director-institute>]*

1. Oversee the development of an Institute strategy and plan that informs and is informed by the School strategy and plan.
2. Either directly or through delegation to others, contribute to School-wide initiatives and developments and ensure that the Institute is represented appropriately within the School's committees and any short-life working groups.
3. Contribute to allocation of teaching duties and admin duties within the Institute ensuring, as far as is possible, equity of distribution, taking all factors into account.

In larger Institutes, the Director of Institute may be supported by one or more Deputies, at the discretion of the Director and the Institute.

*The School Leadership Team is defined as the ex-officio members of the School's Strategy Committee.*

# School of Informatics – Academic Line Management



## Notes:

The School Leadership Team is defined as the ex officio members of Strategy Committee

1 = HoS will line manage all members of the School Senior Leadership Team and will share line management of other UE10 academic staff with new DHoS role

2 = Currently also holds position of DHoS

3 = Will chair Promotions Committee