

## PROTOCOL FOR HEAD OF SCHOOL APPOINTMENTS

### 1. Introduction

- 1.1 The role of Head of School is a fixed term appointment for an initial period of five years, renewable subject to satisfactory performance for a period of 3 years. The appointment process will follow a recruitment process of advertisement, application, presentation(s) and interview as outlined in 2 below.
- 1.2 Heads of Schools will serve for no more than eight years in total. Heads of Schools will be set appropriate targets and will be assessed against the agreed objectives through the annual review process. The initial appointment of 5 years can be renewed for a further term of 3 years but the renewal of appointment will not be automatic and the process detailed at 3 below should be followed to review whether a continuation is appropriate. Normally, the Head of School will be a Senior member of Academic staff ie Professor, Reader or Senior Lecturer.

### 2. Initial Appointment Process

- 2.1 Six months prior to the conclusion of the current Head of School's appointment, the Senior Vice-Principal will instigate a review of the requirements of the role for the replacement appointment. Alongside this the Senior Vice-Principal will undertake a consultation process within the School to determine whether there may be interest in applying for this role by any of the Senior Academic cohort. If there are at least 2 internal staff including a diversity of candidates with regard to gender and/or other protected characteristics who have expressed an interest in applying for the position, an internal advertising process will be instigated and undertaken in line with the University's policy on Recruitment and Selection of Staff.
- 2.2 The selection committee composition should include two staff representatives elected from the School and a student representative. The recommended composition is included at Appendix 1.
- 2.3 Members of the nominated selection committee will be invited to be involved in the recruitment process from the earliest stages and will be invited to contribute to the completion of the recruitment documents.
- 2.4 Staff within the School will be encouraged to propose suitable candidates either internal or external. In the event that there is no/minimal interest within the School, or there is insufficient diversity in potential internal applicants for the role, an external advertising process shall be carried out in line with the University's policy on Recruitment and Selection. Should an external process be required, any internal candidate will be eligible to apply.
- 2.5 In either case as part of the selection process shortlisted candidates will be asked to make a presentation to the School and feedback from those in attendance will be provided to the Selection Committee for consideration as part of their final decision.
- 2.6 Following this recruitment process, the successful candidate will be offered an initial appointment as Head of School for 5 years.

### 3. Renewal of Term of Office.

#### **Step 1**

- 3.1 The Senior Vice-Principal (normally at least 6 months prior to the end of the term of office) should discuss with the Head of School the process to be undertaken to consider the potential of continuation in the role. This will include establishing if the Head of School is interested in continuing for a further term of office. If the Head of School is not interested in continuing in office, the initial appointment process above will be commenced.

#### **Step 2**

- 3.2 A review of the requirements of the role should be carried out, confirming the requirements/objectives for the next term of office.

### Step 3

- 3.3 If the Head of School wishes to continue in role, the Senior Vice-Principal will gather evidence of performance in role and future plans and targets. This evidence base should include the following:
- a) a brief written report (max. 2 pages A4), from the Head of School outlining her/his achievements to date and future targets to be achieved during a further term of office.
  - b) evidence from annual review documentation of delivery against achieved objectives.
  - c) feedback on performance from a consultation with all staff in the School conducted by the Senior Vice-Principal. The Senior Vice-Principal will write (by email) to all staff in the School announcing that the term of office is coming to an end, and invite feedback in relation to the performance of the Head of School and specifically any views regarding the possibility of a further term of office. All staff within the School will be encouraged to write to the Senior Vice-Principal with any comments or request a 1:1 meeting if they wish to discuss the matter. All staff should be confident that any conversation is entirely confidential and in summarising any feedback to the Head of School the Senior Vice-Principal will ensure this is anonymised.
  - d) Data and evidence available as part of the School Planning process with regard to the performance of the School.

### Step 4

- 3.9 Once Step 3 is complete, the Senior Vice-Principal will prepare a report to the Principal summarising the findings under Step 3, and make a recommendation to the Principal as to whether the current Head of School should be extended for a further term.

### Step 5

- 3.10 Following consideration and decision by the Principal, the Senior Vice-Principal will advise the Head of School of the University's intention to renew or not renew the appointment, normally not less than five months prior to the expiration of the appointment.
- 3.11 Human Resources will then confirm the associated contractual arrangements and appropriate communications will be issued.

## Appendix 1

### Selection Committee for Head of School

#### HEAD OF SCHOOL/SECTION

All selection committees for appointing to Head of School/Section positions will be convened by the Principal and will normally include participation by External Assessors (if advertised externally) and a member of the University Court.

#### *Head of School:*

Principal  
Senior Vice-Principal  
University Secretary & Chief Operating Officer  
2 members of School staff (to be elected by the School – one male and one female)  
1 Student studying within the School (from elected class reps)  
2 External Assessors +  
Member of University Court

+ *It is the normal expectation that External Assessors will attend the Selection Committee where there is an external appointment process. In the event that the External Assessors are unable to attend in person, written comments will be sought instead.*