

## POLICIES AND ASSOCIATED PROCEDURES

<b>POLICY NUMBER:</b>	POH100519000
<b>POLICY NAME:</b>	Educational Leadership in Faculties, VU College and Research Institutes – Interim Policy
<b>PREVIOUS POLICY NUMBERS:</b>	POH090522000 (amended 19/05/10 via modifications) POH070801000 (amended 25/05/09 via major review)
<b>DATE APPROVED:</b>	15 May 2009
<b>POLICY TYPE AND CATEGORY:</b>	Human Resources
<b>RESPONSIBLE OFFICER:</b>	Deputy Vice Chancellor, Capital and Management Services
<b>FIRST EFFECTIVE FROM:</b>	19 July 2007

*Note: This Interim Policy has been developed to support recruitment activities for the appointment to, and the recognition and support for incumbents in, these educational leadership roles. This Interim Policy will be effective until the attached Procedures, including the development of responsibility templates, and the appointment and recognition and support procedures for roles in Vocational Education and Further Education are completed and approved (planned for December 2009).*

### 1.0 PURPOSE

To provide a strategic framework for Victoria University's (VU) commitment to a contemporary and consistent approach to the:

- articulation of roles, responsibilities and accountabilities;
- appointment process; and
- recognition and support

for Educational Leadership roles. In this way the Policy provides clarity and guidance to Educational Leaders around University expectations, resources and support. It also supports VU's Leadership and Management Development Strategy.

These roles include but are not limited to Executive Dean, Executive Director, Research Institute Director, VU Research Centre Director, Deputy Dean, Associate Dean, Associate Director, Head of School – Higher Education and Vocational Education, Senior Program Manager, Senior Educator, Course Coordinator and Program Manager.

The development of such a policy framework also aims to:

- Improve the working life of educational leaders through clarifying what is expected of them in major domains of activity and gauging performance levels relative to those expectations;
- Improve individual and organisational performance (measured in external evaluations such as the Australian Quality Training Framework (AQTF), Australian University Quality Agency (AUQA), and Learning and Teaching Performance Fund (LTPF)) through clarifying these expectations;

- Provide better alignment between position descriptions, probation and promotion expectations, workload allocation and performance review for staff in educational leadership roles with the strategic directions of VU;
- Enhance VU's capacity to attract high quality leaders.

## 2.0 BACKGROUND

The University recognizes that highly skilled leaders at multiple levels are essential to drive and fulfill the University's goals, strengthen its competitive position and ensure future success. Leadership is also recognised as a critical driver in supporting cultural change and is therefore significant given the *Making VU* strategic direction. Through the implementation of *Making VU*, Victoria University is developing its new positioning in the increasingly competitive HE, VE and FE markets. To achieve the outcomes set out in *Making VU*, the University needs educational leaders who are committed to its goals and who have the vision, drive and flexibility required to lead teams of academics and teachers who will inspire students' learning in the new pedagogies and modes of delivery that will be required to deliver the commitments made in *Making VU*. The VU Leadership and Management Development Strategy and VU Leadership and Management Capability Framework will also support the University's mission and build organisational and individual leadership capability around the commitments of *Making VU*.

This Policy aims to reflect contemporary practice in relation to the appointment of, support for and training and development of staff in leadership positions, and supports the changing nature of management and leadership in tertiary institutions. In addition to the *Making VU* commitments, corporate governance and management requirements and external changes (eg in funding and legislation) necessitate the appointment of effective and skilled operational and strategic leaders. This policy reflects these trends with its increased emphasis on demonstrated leadership and management capability in appointment processes (rather than on election processes), and a recognition of the need to balance advocacy of a course, school or faculty with managing and leading in the context of wider University and community interests.

## 3.0 DEFINITIONS

**Educational Leader** – those in appointed educational leadership positions in all sectors, including but not limited to Executive Dean, Executive Director, Research Institute Director, VU Research Centre Director, Deputy Dean, Associate Dean, Associate Director, Head of School – Higher Education and Vocational Education, Senior Program Manager, Senior Educator, Course Coordinator and Program Manager

**Leadership and Management Development Strategy 2008 - 2010** – VU's approach to building individual and collective leadership capability aligned with *Making VU 2016*.

**VU Leadership and Management Capability Framework** – (LMCF) - a resource tool that outlines the leadership capabilities and professional and management competencies that characterise high performance in leadership roles at VU. The LMCF provides guidance on leadership practice and behaviour, and is a reference for the development, assessment and selection of VU's current and emerging leaders.

## 4.0 KEY WORDS

Leadership; Accountabilities; Responsibilities; Executive Dean; Deputy Dean; Associate Dean; Head of School; Course Coordinator; Unit Coordinator, Research Institute Director; Research Centre Director; Executive Director; Associate Director; Dean – VU College; Senior Educator; Program Manager; Recruitment; Appointment; Recognition; Support

## 5.0 POLICY PRINCIPLES

### 5.1 Roles and Responsibilities

- 5.1.1 Educational leaders at VU operate in a diverse range of academic, educational and administrative planning contexts in terms of both size and complexity. The VU Leadership and Management Capability Framework guides leaders around good leadership and management practice and provides the University's indicative performance and behavioural requirements.
- 5.1.2 Educational leaders have the greatest access to, and influence with staff, students and wider communities. Recognising this, the following general principles apply across all educational leadership roles:
- 5.1.2.1 Educational leaders in the course of their work provide a personal model for the types of behaviour expected of all University staff, notably those behaviours that reflect the values adopted in the *Making VU 2016: A Statement of Purpose*;
  - 5.1.2.2 Educational leaders are critical to the successful implementation of the University's strategic goals. Their contribution and commitment to the development and accomplishment of goals and policies, including *Making VU* is required and valued;
  - 5.1.2.3 Decision making and planning is carried out in ways that are consultative and respect the collegial nature of staff relationships within the University but recognise the accountabilities and responsibilities of educational leaders;
  - 5.1.2.4 In the interests of innovation and advancement, educational leaders scrupulously attend to quality assurance and continuous improvement through frequent reference to the processes of Plan, Do, Review, Improve (PDRI) – including their own professional development;
  - 5.1.2.5 Educational leaders will demonstrate their capability in fulfilling the requirements of the role on application to the position, and/or effect plans to build capability and excellence in University leadership, management and governance on commencement in the role. Educational leaders will role-model excellence in both capability and professional development. Skill development is the responsibility of both the University and educational leaders;
  - 5.1.2.6 It is expected that in addition to advocating on behalf of their organizational unit, senior educational leaders including Heads of School will manage and lead with the broader interests of the University in mind.
- 5.1.3 Resources on roles and responsibilities for the educational leadership roles referred to in this Policy are currently being developed and will support the appointment procedures and performance planning and review processes for incumbents of the roles.
- 5.1.4 Incumbents of educational leadership roles will develop and agree with their supervisor specific objectives through the University's Staff Performance and Development Plan (SPDP) process. These objectives will be aligned to the work area's strategic plan, which in turn is aligned with the University's strategic direction.
- 5.1.5 Staff will often be expected to continue teaching and/or research activities whilst undertaking the duties of an educational leadership position as well as performing a range of ceremonial functions, which may sometimes be on behalf of more senior leaders.

### 5.2 Appointment Process

In line with the Leadership and Management Development Strategy for the University, appointment processes for leadership appointments aim to be better aligned and consistent with human resource/workforce strategies in relation to VU's staff profile, including gender and ethnicity targets, for these positions.

The appointment process for educational leadership roles will be undertaken in line with the Recruitment and Selection of Staff Policy principles and seeks:

- to attract incumbents of educational leadership positions with skills and capabilities appropriate to the University's strategic and operational needs;
- to ensure a fair, equitable and transparent approach to the recruitment process based on merit;
- to ensure recruitment and selection processes are consistent, professional, confidential, timely and efficient (including a streamlined selection committee) and result in appointing the best person for the position.

The VU Leadership and Management Capability Framework (approved in December 2008) will be used to inform the development of an objective and effective approach to the recruitment and selection of educational leaders.

Detailed appointment information including recruitment approaches and selection committee composition for each leadership position is or will be contained in attachments to this Policy as supporting resources.

### **5.3 Appointment Arrangements**

The term and nature, ie full or part-time, of educational leadership roles varies between positions but reflects the requirements of each position. Any fixed term appointment is normally between 3 – 5 years.

Some positions are initially advertised internally only to provide professional development opportunities for current staff. Internal applicants will normally hold a substantive continuing (or fixed term contract, the duration of which matches or exceeds the period of the educational leadership appointment) and must be available for the period of appointment without planned lengthy absences.

Further appointments of an incumbent in an educational leadership role are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

### **5.4 Recognition and Support for Educational Leaders**

It is critical that the University's arrangements for recruiting, appointing, employing, developing and supporting educational leaders are conducive to attracting and retaining the best people for those roles. Flexible yet comprehensive and strategic support structures as well as competitive remuneration and working arrangements packages must be offered. Responsibility loadings are offered for undertaking many leadership roles in recognition of the expectation placed upon the incumbent in terms of increased accountability and responsibility.

Accountability checklists (see Appendices) have been developed to facilitate increased awareness of legal/compliance obligations and expectations of a leadership role on a day to day basis.

### **5.5 Development and Training and Links to VU's Leadership and Management Development Strategy**

The VU Leadership and Management Development Strategy outlines a three year plan for the development of the collective and individual capabilities of VU's current and future leaders. A key resource supporting this strategy is the VU Leadership and Management Capability Framework. This provides guidance to educational leaders on development and practice and can be used to:

- reflect on leadership practice and guide the development of good practice;
- determine the leadership and management capabilities of individual leaders, groups or units required to meet current and future challenges;

- identify appropriate development strategies at the individual, group, unit and institutional levels;
- guide the development of workplace-based learning activities, assignments, initiatives and programs;
- identify leadership strengths and skill sets and build on these, and consider how complementary strengths can be combined to create stronger leadership groups;
- enrich formal and informal conversations around performance and development;
- guide the development of selection criteria, probation criteria, succession and workforce plans;
- inform processes for transfer and promotion; and
- evaluate the readiness of staff for 'designated' leadership and / or management roles.

Educational leaders will be expected to attend appropriate training and development as provided by the University in facilitating the performance of their role. It is also expected that academic and teaching educational leaders will attend appropriate local, national or international conferences on a regular basis to remain abreast of their field whilst performing their leadership and management role.

## 6.0 PROCEDURES

Procedures for the appointment process and recognition and support for each educational leadership role covered by this Policy are or will be provided in the Appendices to this Policy.

The procedures include the following:

- Establishment of Position
- Approach to Recruitment
- Advertising
- Eligibility for appointment
- Selection Panel Procedures and Selection Activities
- Term and Nature of Appointment
- Probationary periods
- Further appointments
- Acting Appointments
- Orientation and Induction
- Remuneration and Benefits
- Development and Training
- Performance Planning and Review
- Accountability/Quality Focus
- Support and Assistance

## 7.0 CONGRUENCE WITH LEGISLATION AND RELATED POLICIES

- Recruitment and Selection of Staff Policy
- Equal Employment Opportunity legislation
- Probation Policy
- Staff Induction Policy
- VU Leadership and Management Development Strategy (including the Leadership and Management Capability Framework)
- Staff Performance and Development Planning Policy
- HR Delegations Policy
- Relocation and Immigration Assistance for New Staff
- Academic Workloads Model

## 8.0 ACKNOWLEDGEMENT

- Victoria University – VU Leadership and Management Development Strategy – Draft 31 March 2008
- Edith Cowan University – Academic Leadership and Administrative Roles in Faculties Policy
- Curtin University – Head of School Appointment Policy
- La Trobe University – Senior Academic Officers Policy
- RMIT – Appointments – Senior Staff Policy
- ANU – Deputy, Associate and Sub Deans or Directors: Appointment and Remuneration Policy
- University of Tasmania – Head of School Policy
- University of Technology Sydney – Appointment of Deans/Associate Deans Policy
- University of New South Wales – Protocols for Senior Academic Appointments
- University of New South Wales – Senior Management Appointment and Remuneration Policy
- University of Sydney – Appointment of a Dean Policy
- J. Yelder & A. Codling "Management and Leadership in the Contemporary University", *Journal of Higher Education Policy and Management*, Vol.26, No.3, November 2004

## 9.0 CONSULTATION

An earlier version of the draft policy was presented at Education Committee and Education and Research Board in October 2007. Subsequent further consultation has taken place with SDVC Education Programs, DVC Capital and Management Services, PVC Vocational Education, Dean VU College, Project Director, Leadership Development and Staffing and Workforce Planning Committee.

## 10.0 REVIEW

This Policy will be reviewed within 12 months of its approval to ensure it continues to appropriately support VU's Leadership and Management Development Strategy.

## 11.0 ACCOUNTABILITIES

### 11.1 RESPONSIBILITY

The DVC Capital and Management Services is responsible for the implementation and update of this Policy

### 11.2 ACTION PLAN TO COMPLETE THE POLICY

Action	Responsible area	Start date	Completion date
1. Complete Procedures for Program Manager VU College	Workforce Policy & Projects (WPP) in conjunction with VU College	April 09	September 09
2. Develop role statements or PDs for all roles and indicative selection criteria	WPP/Director HR to further discuss with VC	April/May 09	September 09
3. Procedures for VE positions developed	Office of PVC VE in conjunction with WPP	April 09	December 09
4.. Relevant parts of policy incorporated into review of Recruitment and Selection Policy	WPP	April 09	September 09
5 Incorporation of any new Educational Leadership roles into the Policy, eg Deputy Head of School	WPP	Ongoing	Ongoing

### 11.3 TRAINING PLAN

Recruitment staff within HR will be trained on the procedures of this Policy.

### 11.4 COMPLIANCE

### 11.5 EFFECTIVENESS OF THIS POLICY

Will be measured by statistics such as:

- Appointment of first choice candidates for educational leadership roles
- Performance results of the University
- Retention of key leaders.
- Voice It Survey results relating to leaders/managers

## 12.0 POLICY ADVISOR

Manager, Workforce Policy and Projects, Human Resources on x4101.

## 13.0 FORMS

- [HR47 – Recommendation to Appoint](#)

## 14.0 APPENDICES

**(Note that further appendices will be added as the documents are developed)**

- Accountability Checklist for Higher Education roles
- Accountability Checklist for Vocational/Further Education roles

### Higher Education

1. Educational Leadership: Executive Dean Higher Education
2. Educational Leadership: Deputy Dean Higher Education
3. Educational Leadership: Associate Dean, Teaching and Learning
4. Educational Leadership: Associate Dean, Research and Research Training
5. Educational Leadership: Associate Dean, International
6. Educational Leadership: Head of School
7. Educational Leadership: Course and Unit Coordinators
8. Educational Leadership: University Institute Director (Cross-Sectoral)
9. Educational Leadership: Director VU Research Centre

### Further Education (VU College)

1. Educational Leadership: Dean VU College
2. Educational Leadership: Associate Director VU College
3. Educational Leadership: Head of School VU College
4. Educational Leadership: Senior Educator VU College

## Accountability Checklist for Educational Leaders – Higher Education

ED = Executive Dean      AD = Associate Dean (T & L – Teaching & Learning/R – Research/I – International)  
 RID = Research Institute Director      HOS = Head of School  
 DD = Deputy Dean      CC = Course Coordinator  
 UC = Unit of Study Coordinator      DVRC = Director VU Research Centre

Accountability	ED	RID	DD	AD T& L	AD R	AD I	DV RC	HOS	CC	UC
<b>STRATEGIC AND BUSINESS PLANNING</b>										
Do you regularly update your staff on VU's strategic priorities, esp <i>Making VU</i> ?	X	X					X	X		
Is the business plan for your area up to date?	X	X					X	X		
Are staff aware of the key elements of the business plan as they apply to their role?	X	X					X	X		
<b>RESOURCES - FINANCIAL</b>										
Have you prepared your budget in accordance with timelines and procedures?	X	X					X	X		
Have you submitted budget bids in accordance with procedures?	X	X					X	X		
Have you completed training on Finance One?	X	X	X	X	X	X	X	X		
Do you ensure all purchasing is completed in accordance with University Purchasing Policies?	X	X	X	X	X	X	X	X		
Do you ensure you monitor your performance against the budget on a regular basis, seek explanations for variances and take corrective action as needed?.	X	X	X	X	X	X	X	X		
Do you ensure appropriateness of expenditure within your responsibility including expenditure on University Credit Cards?	X	X	X	X	X	X	X	X		
Do you ensure awareness and understanding of the University's Fraud Prevention Policy and Staff Code of Conduct?	X	X	X	X	X	X	X	X	X	X
<b>WORKFORCE PLANNING &amp; STAFFING</b>										
Have you developed a workforce plan for your area?	X	X								
Have all your staff an approved SPDP?	X	X					X	X		
Have all positions requiring a Working With Children Check been identified?		X		X			X	X		



Do you apply approved and up to date Recruitment and Selection processes?	X	X					X	X		
Do new staff receive a comprehensive work-based orientation program?	X	X					X	X	X	X
Have all new staff in your area attended the Corporate/University Induction Program?	X	X					X	X		
Have all your staff an annual leave plan?	X	X					X	X		
Are all casual and sessional staff in your area effectively recruited, managed and supported?	X	X		X	X	X	X	X	X	X
Have all your staff attended or plan to attend compliance training, eg Whistleblowers?	X	X						X		
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>										
Have you the required number of emergency and fire wardens in your area?	X	X					X	X		
Have you an OHS up to date plan? Are all the staff aware of this plan?	X	X								
Have you consultative arrangements in place for the management of occupational health and safety in your area?	X	X								
Have you up to date procedures for identifying hazards?	X	X								
Have you up to date procedures for dealing with hazardous events?	X	X								
Have you up to date procedures for assessing and controlling risks?	X	X								
Have your staff received relevant occupational health and safety training recently?	X	X								
Have you a system for maintaining occupational health and safety records within your area?	X	X	X							X
<b>EQUITY</b>										
Have all staff in your area completed the online EEO training modules 1 (and 2)?	X	X					X	X	X	
<b>MANAGING RISK</b>										
Have you up to date procedures for assessing risks in your area?	X	X								
Have you up to date procedures for controlling risks?	X	X								
Have you notified appropriate staff of all insurance matters?	X	X					X	X		
<b>COURSE MANAGEMENT</b>										
Have you undertaken a review of all courses in your area?				X				X		
Have you ensured all appropriate accreditations have been obtained for new/changed courses?										
Is the information in VU's Course Handbook up to date for your courses?	X			X				X		
Has your area a process for ensuring students enrolled in a course are appropriately informed of any changes to the course?	X			X				X		

<b>SUPPORTING AND ASSESSING STUDENTS</b>										
Are all SES/SETs being collected for all courses in your area?			X	X				X		
Is there a clear and effective process for student complaints in your area?			X	X				X		
<b>RESEARCH AND RESEARCH TRAINING</b>										
Are all your staff aware of and complying with University's Policies on Intellectual Property, Research Active Index and Consulting Activities?	X	X					X	X		
<b>INFORMATION</b>										
Is the information about your area up to date and accurate?	X	X					X	X		
<b>ASSURING QUALITY AND CONTINUOUSLY IMPROVING</b>										
Have you a PDRI process in your area?	X	X								
Do you have regular meetings with your staff and provide opportunities for sharing information and seeking input?	X	X					X	X		X
Are you familiar with and complying with the University's QIR process?	X	X					X	X		
<b>ENGAGING AND COMMUNICATING</b>										
Internal – Are you aware of your responsibilities in terms of managing staff grievances and disputes?	X	X					X	X		
Internal – Do you maintain regular contact with your staff and provide coaching and support as appropriate?	X	X					X	X		X
External – Have you effective communication links with professional, educational, government, industry, research organisations and overseas stakeholders as appropriate?	X	X		X	X	X				
<b>STATUTORY OBLIGATIONS</b>										
Have you attended or undertaken mandatory training on the statutory obligations in your leadership role, eg Whistleblowers?	X	X	X	X	X	X	X	X		X
<b>COMPLIANCE</b>										
Is your knowledge of relevant University policies and procedures up to date?	X	X	X	X	X	X	X	X		X

## Accountability Checklist for Educational Leaders – Vocational Education/VU College

ED = Executive Director                      AD = Associate Director  
 HOS = Head of School                      SE = Senior Educator  
 PM = Program Manager/Team Leader                      D = Dean, VU College  
 HOD = Head of Department

Accountability	ED	AD	HOS	HOD	SE	PM	D
<b>STRATEGIC AND BUSINESS PLANNING</b>							
Do you regularly update your staff on VU's strategic priorities, esp <i>Making VU</i> ?	X	X	X	X			X
Is the business plan for your area up to date?	X						X
Are staff aware of the key elements of the business plan as they apply to their role?	X						X
<b>RESOURCES - FINANCIAL</b>							
Have you prepared your budget in accordance with timelines and procedures?	X		X	X			X
Have you submitted budget bids in accordance with procedures?	X		X	X			X
Have you completed training on Finance One?	X	X	X	X	X	X	X
Do you ensure all purchasing is completed in accordance with University Purchasing Policies?	X	X	X	X	X	X	X
Do you ensure you monitor your performance against the budget on a regular basis, seek explanations for variances and take corrective action as needed?	X	X					
Do you ensure appropriateness of expenditure within your responsibility including expenditure on University Credit Cards?	X	X	X	X	X	X	X
Do you ensure awareness and understanding of the University's Fraud Prevention Policy and Staff Code of Conduct?.	X	X	X	X	X	X	X
<b>WORKFORCE PLANNING &amp; STAFFING</b>							
Have you developed a workforce plan for your area?	X		X	X			X
Have all your staff an approved SPDP?	X	X	X	X	X	X	X
Have all staff a Working With Children Check which has been sighted?	X	X	X	X	X	X	X
Do you apply approved and up to date Recruitment and Selection processes?	X	X	X	X	X	X	X
Do new staff receive a comprehensive work-based orientation program?	X	X	X	X	X	X	X

Have all new staff in your area attended the Corporate/University Induction Program?	X	X	X	X	X	X	X
Have all your staff an annual leave plan?	X	X	X	X			X
Are all casual and sessional staff in your area efficiently recruited, managed and supported?	X	X	X	X	X	X	X
Have all your staff attended or plan to attend compliance training, eg Whistleblowers?	X	X	X	X			X
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>							
Have you the required number of emergency and fire wardens in your area?	X						X
Have you an OHS up to date plan? Are all the staff aware of this plan?	X						X
Have you consultative arrangements in place for the management of occupational health and safety in your area?	X						X
Have you up to date procedures for identifying hazards?	X						X
Have you up to date procedures for dealing with hazardous events?	X						X
Have you up to date procedures for assessing and controlling risks?	X						
Have your staff received relevant occupational health and safety training recently?	X						
Have you a system for maintaining occupational health and safety records within your area?	X	X	X	X			X
<b>EQUITY</b>							
Have all staff in your area completed the online EEO modules 1 (and 2?)	X	X	X	X			
<b>MANAGING RISK</b>							
Have you up to date procedures for assessing risks in your area?	X						X
Have you up to date procedures for controlling risks?	X						X
Have you notified appropriate staff of all insurance matters?	X						X
<b>COURSE MANAGEMENT</b>							
Have you undertaken a review of all courses in your area?	X	X	X	X			X
Have you ensured all appropriate accreditations have been obtained for new/changed courses?	X	X	X	X			X
Is the information in VU's Course Handbook up to date for your courses?	X			X			
Has your area a process for ensuring students enrolled in a course are appropriately informed of any changes to the course?	X	X	X	X			X

<b>SUPPORTING AND ASSESSING STUDENTS</b>							
Are all SES/SETs being collected for all courses in your area?	X	X	X	X			X
Is there a clear and effective process for student complaints in your area?	X	X	X	X			X
<b>INFORMATION</b>							
Is the information about your area up to date and accurate?	X	X	X	X			X
<b>ASSURING QUALITY AND CONTINUOUSLY IMPROVING</b>							
Have you a PDRI process in your area?	X						X
Do you have regular meetings with your staff and provide opportunities for sharing information and seeking input?	X	X	X	X	X	X	X
Are you familiar with and complying with the University's QIR process?	X						X
<b>ENGAGING AND COMMUNICATING</b>							
Internal – Are you aware of your responsibilities in terms of managing staff grievances and disputes?	X						
Internal – Do you maintain regular contact with your staff and provide coaching and support as appropriate?	X	X	X	X	X	X	X
External – Have you effective communication links with professional, educational, government, industry, research organisations and overseas stakeholders as appropriate?	X						X
<b>STATUTORY OBLIGATIONS</b>							
Have you attended or undertaken training on your statutory obligations in your leadership role, eg Whistleblowers?	X	X	X	X	X	X	X
<b>COMPLIANCE</b>							
Is your knowledge of relevant University policies and procedures up to date?	X	X	X	X	X	X	X



## EDUCATIONAL LEADERSHIP

# EXECUTIVE DEAN Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Executive Deans are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Executive Dean position is established, an existing Executive Dean position becomes vacant, or the end date of an appointment is approaching, the DVC will initially consult with HR and consider the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach is necessary.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Executive Dean is being recruited.

Following agreement about the approach to recruitment, the DVC forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Executive Dean position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Executive Dean must be advertised externally. All staff within the Faculty will be advised by the DVC of the vacancy which will also be advertised internally on the HR Intranet.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of an Executive Dean position must have a PhD or professional doctorate or equivalent professional standing.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the Recruitment and Selection of Staff Policy, eg equitable gender representation. The normal panel membership will be:

- (i) Vice-Chancellor or nominee (Chair)
- (ii) DVC
- (iii) an Executive Dean from another Faculty
- (iv) a Dean from a similar faculty of another University or another University's academic senior manager (eg PVC)
- (v) a Head of School or senior academic of the Faculty (nominated by the DVC)
- (vi) Professional, industry or community representative(s) nominated by the Chair

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 *Selection Activities*

There are normally 3 types of selection activity associated with the recruitment for an Executive Dean position: seminar, interview and referee reports.

- 6.1.1 When applications have been received and the Selection Panel have agreed on the shortlist, each shortlisted applicant will be asked to present a seminar to the Faculty and respond to questions from those present.
- 6.1.2 Whenever practicable, members of the selection panel should attend the seminars.
- 6.1.3 The seminar will be organized by the Faculty. Seminars must take place prior to the selection interview
- 6.1.4 The seminar should be open at least to all Faculty members and the members of the Selection Panel but normally to all University staff members
- 6.1.5 Short-listed applicants must not attend seminars by other applicants
- 6.1.6 All applicants should be provided with consistent information about seminars and should be advised to use the seminar to indicate their:
  - 6.1.7 approach to educational leadership
  - 6.1.8 past, current and planned research and teaching activities
  - 6.1.9 approach to maintaining and improving the teaching and learning, research, and internationalisation of the Faculty in line with Making VU
  - 6.1.10 views on issues likely to affect the future directions of the Faculty.
  - 6.1.11 the seminars should be organized so that staff have the opportunity to ask questions of the candidate and so that all seminars are equal in length



- 6.1.12 the Chair of the Selection Panel should advise Faculty staff of the purpose and the format before the seminars. They should be advised of the importance of confidentiality and requested to refrain from mentioning any details that might disclose the identity of other applicants
- 6.1.13 as soon as possible after the seminars, staff of the Faculty will be invited to express their views on the candidates' suitability for the position through a ballot.
- 6.1.14 the Faculty academic staff member of the selection panel will inform the panel of the full details of the result of the ballot and the number of staff who attended the seminar.
- 6.1.15 the selection panel will meet to consider and interview applicants as soon as possible after the seminar
- 6.1.16 the selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff Policy and Procedures for further details on Selection Activities.

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (Including a Selection Report) must be completed and agreed by all members of the panel. The Vice-Chancellor must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the Vice-Chancellor can authorise or not the appointment. Should the Vice-Chancellor decide not to authorise the appointment, a plan to fill the position by, eg readvertising, should be developed by the DVC and approved by the Vice-Chancellor.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## 10. Courtesies

The Faculty will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the Faculty/campus
- meeting and greeting applicants as they arrive for seminars and interviews

## 11. Relocation Allowance

Reasonable relocation expenses are met by the University in line with the [Relocation Assistance for New Staff Policy](#).

## 12. Commencement of Service

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## 13. Term and Nature of Appointment

The appointment of Executive Dean is full-time, fixed term, normally for 5 years. Should an external candidate be appointed, their substantive position with the University is normally of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

For an existing staff member on a fixed term contract the appointment as Executive Dean replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the DVC.

## 14. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the University's Probation Policy.

## 15. Further Appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

## 16. Acting Executive Dean

### 16.1 Appointment Process

In accordance with the HR Delegations Policy, the DVC can approve an acting arrangement in an Executive Dean position.

In line with the role and responsibilities document, the Deputy Dean will normally act as Executive Dean. In the absence of a Deputy Dean, the Associate Deans will act in the Executive Dean's absence for periods of up to six weeks potentially on a rotating basis.

### 16.2 Term of appointment

Formal acting appointments (with responsibility loading) to Executive Dean positions will generally only be made for periods of six weeks or longer.

## 17. Responsibilities of Office of DVC/Faculty Office

- organising seminars
- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## 18. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Executive Deans as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

## *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with [VU's Staff Induction Policy and Induction Framework](#). For Executive Deans, a customized program should be developed by the Office of the DVC, in conjunction with the home Faculty, HR, and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Remuneration and Benefits

#### 2.1 Responsibility Loading

In recognition of the responsibilities exercised by the Executive Dean's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the DVC may approve that the responsibility loading is transferred to the Acting Executive Dean – see Appointment Procedures. This would be on the condition that the Acting Executive Dean is the same incumbent for the full period of the absence and is undertaking the full range of duties as Executive Dean.

#### 2.2 Car

In accordance with the University's Fleet Vehicle Policy, an Executive Dean has the option of either a fully serviced and maintained motor vehicle (Range 2) provided by the University or to take a vehicle allowance in lieu of a motor vehicle. This allowance is reviewed on 1 July each year.

### 3. Development and Training

Executive Deans will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The leadership and management strategy developed in 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Executive Deans will attend appropriate local, national or international conferences on a regular basis to remain abreast of their academic field whilst performing their leadership and management role.

#### **4. Performance Planning and Review**

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Planning \(SPDP\) Policy](#).

#### **5. Accountability/Quality Focus**

Each year, through the SPDP process, Executive Deans will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have the Faculty's strategic objectives and priorities been updated?; have all Faculty staff completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement.

#### **6. Support and Assistance**

Substantial administrative support is provided to an Executive Dean to assist in effectively and efficiently performing the role.

In addition, an Executive Dean with established recent research output, in order to assist them in maintaining progress on key research whilst undertaking this role, may be provided with the support of a research assistant.

#### **7. Leave**

Executive Deans would not normally be expected to take long periods of leave during their first appointment term, however, applications will be considered on a case by case basis by the DVC.



## EDUCATIONAL LEADERSHIP

### DEPUTY DEAN Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Deputy Deans are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (ii) Proposed membership of the Selection Committee (refer to 5 below)
- (iii) Proposed date for the close of applications
- (iv) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Deputy Dean position is established, an existing Deputy Dean position becomes vacant, or the end date of an appointment is approaching, the relevant Executive Dean will consider, in consultation with HR and the DVC, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; normally an internal process is applied in the first instance.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Deputy Dean is being recruited.

Following agreement about the approach to recruitment, the Executive Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to a Deputy Dean position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Deputy Dean are normally advertised internally across the University only. All staff within the Faculty will be advised by the DVC of the vacancy and invited to make an application for the position.

#### 4. Eligibility for appointment

All applicants must meet the selection criteria outlined in the position description. It should be noted that incumbents of a Deputy Dean position:

must have a PhD or professional doctorate or equivalent professional standing,

and,

normally hold a substantive continuing (or fixed term contract the duration of which matches or exceeds the period of the leadership appointment) academic position on a full-time or part-time basis at the University, typically at academic level D or E. It is also important that the appointee is available for the period of appointment without planned lengthy absences. The Faculty must be able to release an internal appointee from other duties in order to take on the role.

In exceptional circumstances and upon presentation of a written case by the Executive Dean to the DVC, an internal application for these positions may be considered from a candidate who does not meet these criteria.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the Recruitment and Selection of Staff Policy, eg equitable gender representation. The normal panel membership will be:

- (i) DVC or nominee (Chair)
- (ii) Executive Dean of the Faculty
- (iii) another Deputy Dean within the University
- (iv) One Head of School of the Faculty (nominated by the DVC)
- (v) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection committee members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 *Selection Activities*

There are normally two types of selection activity utilised for the appointment of a Deputy Dean: interview and referee reports.

6.1.1 when applications have been received and the Selection Panel have agreed on the shortlist, shortlisted applicants should be interviewed as soon as possible

6.1.2 the selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff policy for further details on interview processes and procedures



## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (including a Selection Report) must be completed and signed by all members of the panel. The Deputy Vice-Chancellor (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approval.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel, the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources. Where the appointment is an internal one, the letter is an offer of a temporary variation to contract.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **10. Term and Nature of Appointment**

The appointment of Deputy Dean is normally .5 time and fixed term for 3 years. Should an external candidate be appointed, their substantive position with the University will normally be of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

Appointment terms may be varied to meet differing needs at the discretion of the DVC.

## **11. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## **12. Further appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

### **13. Acting Deputy Dean**

#### **13.1 Appointment Process**

In accordance with the HR Delegations Policy, the Executive Dean can approve an acting arrangement in a Deputy Dean position.

An Associate Dean will normally act as Deputy Dean.

#### **13.2 Term of appointment**

Formal acting appointments (with responsibility loading) to Deputy Dean positions will generally only be made for periods of six weeks or longer.

### **14. Responsibilities of Human Resources**

HR will provide advice and support to the appointment process of Deputy Deans as follows:

- lodging of advertisements
- receipt and recording of enquiries
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer/variation to appointment and receiving acceptance
- preparing and sending written advice to unsuccessful candidates.

#### **References**

- Recruitment and Selection of Staff Policy
- Academic Classification Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy

## **RECOGNITION AND SUPPORT**

### **1. Orientation and Induction to the Role**

Upon commencement to the role, whether an internal or external candidate, the incumbent will participate in a comprehensive induction program in line with the VU's [Staff Induction Policy and Induction Framework](#). For Deputy Deans, a customized program should be developed by the Office of the DVC in conjunction with the home Faculty, HR, and other relevant areas. This would normally include the establishment of a 'critical friend'/buddy.

### **2. Responsibility Loading**

In recognition of the responsibilities exercised by the Deputy Dean's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to an Acting Deputy Dean. This would be on the condition that the Acting Deputy Dean is the same incumbent for the full period of the absence and is undertaking the full range of duties as Deputy Dean.

### **3. Development and Training**

Deputy Deans will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

### **4. Performance Planning and Review**

An annual performance plan and review for the incumbent's performance in the Deputy Dean's role will be carried out by the Executive Dean and in line with the University's Staff Performance and Development Plan (SPDP) Policy.

### **5. Accountability/Quality Focus**

Each year, through the SPDP process, Deputy Deans will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have course reviews been undertaken in line with University policy? This audit is in line with the University's focus on quality assurance and continuous improvement.

## **6. Support and Assistance**

Reasonable administrative support is provided to a Deputy Dean to assist in effectively and efficiently performing the role, particularly in acknowledgement that the Deputy Dean appointment is a .5 one.

## **7. Leave**

Deputy Deans would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Executive Dean.



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## EDUCATIONAL LEADERSHIP

# ASSOCIATE DEAN TEACHING AND LEARNING Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Associate Deans are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Committee (refer to 5. below)
- (iv) Proposed date for the close of applications
- (v) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Associate Dean position is established, an existing Associate Dean position becomes vacant, or the end date of an appointment is approaching, the relevant Executive Dean will consider, in consultation with the DVC, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; normally an internal process is applied in the first instance.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Associate Dean is being recruited.

Following agreement about the approach to recruitment, the Executive Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Associate Dean position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Associate Dean are normally advertised internally across the University only. All staff within the Faculty will be advised by the Executive Dean of the vacancy.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description.

All incumbents of an Associate Dean position are expected to have a PhD or professional doctorate or equivalent professional standing,

and,

normally hold a substantive continuing (or fixed term contract the duration of which matches or exceeds the period of the leadership appointment) academic position on a full-time or part-time basis at the University, typically at academic level D or E. It is also important that the appointee is available for the period of appointment without planned lengthy absences. The Faculty must be able to release an internal appointee from other duties on a part-time basis in order to take on the role.

In exceptional circumstances and upon presentation of a written case by the Executive Dean to the DVC, an internal application for these positions may be considered from a candidate who does not meet these criteria.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the Recruitment and Selection of Staff Policy, eg equitable gender representation. The normal panel membership will be:

- (i) DVC or nominee (Chair)
- (ii) Executive Dean of the Faculty
- (iii) Another Associate Dean from within the University, normally an Associate Dean with the same role
- (iv) One Head of School of the Faculty (nominated by the DVC).
- (v) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 *Selection Activities*

There are normally 2 types of selection activity associated with the recruitment for an Associate Dean position: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist, shortlisted applicants should be interviewed as soon as possible

6.1.2 the selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to [Recruitment and Selection of Staff Policy](#) for further details on interview processes and procedures

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 – Recommend to Appoint (including a Selection Report) must be completed and agreed by all members of the panel. The DVC (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources. Where the appointment is an internal one, the letter is a temporary variation to contract.

## **9. Notification to all Candidates**

Formal notification to unsuccessful candidates is prepared and sent by HR. The Chair should be prepared to give feedback on behalf of the Selection Panel if this is sought by any unsuccessful candidate.

## **10. Relocation Allowance**

Where a new staff member is appointed, reasonable relocation expenses are met by the University in line with the [Relocation Assistance for New Staff Policy](#).

## **11. Term and Nature of Appointment**

The appointment of Associate Dean Teaching and Learning is fixed term, normally for 3 years. The appointment time structure varies between .5 time and full-time depending on requirements of the position. Should an external candidate be appointed, their substantive position with the University will normally be of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

Appointment terms may be varied to meet differing needs at the discretion of the Executive Dean.



## 12. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## 13. Further appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment as recorded through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

## 14. Acting Associate Dean

### *14.1 Appointment Process*

In accordance with the HR Delegations Policy, the Executive Dean can approve an acting arrangement in an Associate Dean position for a period of up to six weeks.

### *14.2 Term of appointment*

Formal acting appointments (with responsibility loading) to Associate Dean positions will generally only be made for periods of six weeks or longer and are to be approved by DVC.

## 15. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Associate Deans as follows:

- lodging of advertisements
- receipt and recording of enquiries
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice for unsuccessful candidates

### *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, whether an internal or external candidate, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). For Associate Deans, a customized program should be developed by the Office of the DVC in conjunction with the home Faculty, HR, and other relevant areas. This would normally include the establishment of a 'critical friend'/buddy.

### 2. Responsibility Loading

In recognition of the responsibilities exercised by the Associate Dean's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to an Acting Associate Dean – see Appointment Procedures. This would be on the condition that the Acting Associate Dean is the same incumbent for the full period of the absence and is undertaking the full range of duties as Associate Dean.

### 3. Development and Training

Associate Deans will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

### 4. Performance Planning and Review

An annual performance plan and review for the incumbent's performance in the Associate Dean's role will be carried out by the Executive Dean and in line with the [University's Staff Performance and Development Plan \(SPDP\) Policy](#).

### 5. Accountability/Quality Focus

A comprehensive checklist outlines the main tasks required to be undertaken in all aspects of the role of Associate Dean and will be provided to each incumbent. Each year, through the SPDP process, Associate Deans will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg are the Faculty's course articulation arrangements up to

date? This audit is in line with the University's focus on quality assurance and continuous improvement.

## **6. Support and Assistance**

Administrative support is provided to a Associate Dean to assist in effectively and efficiently performing the role.

## **7. Leave**

Associate Deans would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Executive Dean.



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## EDUCATIONAL LEADERSHIP

# ASSOCIATE DEAN RESEARCH Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Associate Deans are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Committee (refer to 5. below)
- (iv) Proposed date for the close of applications
- (v) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Associate Dean position is established, an existing Associate Dean position becomes vacant, or the end date of an appointment is approaching, the relevant Executive Dean will consider, in consultation with the DVC, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; normally an internal process is applied in the first instance.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Associate Dean is being recruited.

Following agreement about the approach to recruitment, the Executive Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Associate Dean position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Associate Dean are normally advertised internally across the University only. All staff within the Faculty will be advised by the Executive Dean of the vacancy.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description.

All incumbents of an Associate Dean position are expected to have a PhD or professional doctorate or equivalent professional standing,

and,

normally hold a substantive continuing (or fixed term contract the duration of which matches or exceeds the period of the leadership appointment) academic position on a full-time or part-time basis at the University, typically at academic level D or E. It is also important that the appointee is available for the period of appointment without planned lengthy absences. The Faculty must be able to release an internal appointee from other duties on a part-time basis in order to take on the role.

In exceptional circumstances and upon presentation of a written case by the Executive Dean to the DVC, an internal application for these positions may be considered from a candidate who does not meet these criteria.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the Recruitment and Selection of Staff Policy, eg equitable gender representation. The normal panel membership for Associate Dean Research will be:

- (i) DVC Research and Region (Chair)
- (ii) Executive Dean of the Faculty
- (iii) Another Associate Dean from within the University, normally an Associate Dean with the same role
- (iv) One Head of School of the Faculty (nominated by the DVC).
- (v) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 Selection Activities

There are normally 2 types of selection activity associated with the recruitment for an Associate Dean position: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist, shortlisted applicants should be interviewed as soon as possible

6.1.2 the selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to [Recruitment and Selection of Staff Policy](#) for further details on interview processes and procedures

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 – Recommend to Appoint (including a Selection Report) must be completed and agreed by all members of the panel. The DVC (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources. Where the appointment is an internal one, the letter is a temporary variation to contract.

## **9. Notification to all Candidates**

Formal notification to unsuccessful candidates is prepared and sent by HR. The Chair should be prepared to give feedback on behalf of the Selection Panel if this is sought by any unsuccessful candidate.

## **10. Relocation Allowance**

Where a new staff member is appointed, reasonable relocation expenses are met by the University in line with the [Relocation Assistance for New Staff Policy](#).

## **11. Term and Nature of Appointment**

The appointment of Associate Dean is .5 time and fixed term, normally for 3 years. Should an external candidate be appointed, their substantive position with the University will normally be of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

Appointment terms may be varied to meet differing needs at the discretion of the Executive Dean.

## 12. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## 13. Further appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment as recorded through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

## 14. Acting Associate Dean

### *14.1 Appointment Process*

In accordance with the HR Delegations Policy, the Executive Dean can approve an acting arrangement in an Associate Dean position for a period of up to six weeks.

### *14.2 Term of appointment*

Formal acting appointments (with responsibility loading) to Associate Dean positions will generally only be made for periods of six weeks or longer and are to be approved by the DVC.

## 15. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Associate Deans as follows:

- lodging of advertisements
- receipt and recording of enquiries
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice for unsuccessful candidates

### *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy



## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, whether an internal or external candidate, the incumbent will participate in a comprehensive induction program in line with [VU's Staff Induction Policy and Induction Framework](#). For Associate Deans Research, a customized program should be developed by the Office of the DVC in conjunction with the DVC Research and Region, the home Faculty, HR, and other relevant areas. This would normally include the establishment of a 'critical friend'/buddy.

### 2. Responsibility Loading

In recognition of the responsibilities exercised by the Associate Dean's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to an Acting Associate Dean – see Appointment Procedures. This would be on the condition that the Acting Associate Dean is the same incumbent for the full period of the absence and is undertaking the full range of duties as Associate Dean.

### 3. Development and Training

Associate Deans will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

### 4. Performance Planning and Review

An annual performance plan and review for the incumbent's performance in the Associate Dean's role will be carried out by the Executive Dean and in line with the [University's Staff Performance and Development Plan \(SPDP\) Policy](#).

### 5. Accountability/Quality Focus

A comprehensive checklist outlines the main tasks required to be undertaken in all aspects of the role of Associate Dean and will be provided to each incumbent. Each year, through the SPDP process, Associate Deans will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg are the Faculty's course articulation arrangements up to

date? This audit is in line with the University's focus on quality assurance and continuous improvement.

## **6. Support and Assistance**

Administrative support is provided to a Associate Dean to assist in effectively and efficiently performing the role, particularly in acknowledgement that the Associate Dean appointment is a .5 one.

## **7. Leave**

Associate Deans would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Executive Dean.



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## EDUCATIONAL LEADERSHIP

# ASSOCIATE DEAN INTERNATIONAL Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Associate Deans are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Committee (refer to 5. below)
- (iv) Proposed date for the close of applications
- (v) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Associate Dean position is established, an existing Associate Dean position becomes vacant, or the end date of an appointment is approaching, the relevant Executive Dean will consider, in consultation with the DVC, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; normally an internal process is applied in the first instance.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Associate Dean is being recruited.

Following agreement about the approach to recruitment, the Executive Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Associate Dean position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Associate Dean are normally advertised internally across the University only. All staff within the Faculty will be advised by the Executive Dean of the vacancy.

#### **4. Eligibility for application**

All applicants must meet the selection criteria outlined in the position description.

All incumbents of an Associate Dean position are expected to have a PhD or professional doctorate or equivalent professional standing,

and,

normally hold a substantive continuing (or fixed term contract the duration of which matches or exceeds the period of the leadership appointment) academic position on a full-time or part-time basis at the University, typically at academic level D or E. It is also important that the appointee is available for the period of appointment without planned lengthy absences. The Faculty must be able to release an internal appointee from other duties on a part-time basis in order to take on the role.

In exceptional circumstances and upon presentation of a written case by the Executive Dean to the DVC, an internal application for these positions may be considered from a candidate who does not meet these criteria.

#### **5. Selection Panel**

The composition of the selection panel will reflect the general requirements in line with the Recruitment and Selection of Staff Policy, eg equitable gender representation. The normal panel membership for Associate Dean International will be:

- (i) DVC or nominee (Chair)
- (ii) Vice President International
- (iii) Executive Dean of the Faculty
- (iv) Another Associate Dean from within the University, normally an Associate Dean with the same role
- (v) One Head of School of the Faculty (nominated by the DVC).
- (vi) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### **6. Selection Panel Procedures**

##### ***6.1 Selection Activities***

There are normally 2 types of selection activity associated with the recruitment for an Associate Dean position: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist, shortlisted applicants should be interviewed as soon as possible

6.1.2 the selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to [Recruitment and Selection of Staff Policy](#) for further details on interview processes and procedures

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 – Recommend to Appoint (including a Selection Report) must be completed and agreed by all members of the panel. The DVC (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources. Where the appointment is an internal one, the letter is a temporary variation to contract.

## **9. Notification to all Candidates**

Formal notification to unsuccessful candidates is prepared and sent by HR. The Chair should be prepared to give feedback on behalf of the Selection Panel if this is sought by any unsuccessful candidate.

## **10. Relocation Allowance**

Where a new staff member is appointed, reasonable relocation expenses are met by the University in line with the [Relocation Assistance for New Staff Policy](#).

## **11. Term and Nature of Appointment**

The appointment of Associate Dean is .5 time and fixed term, normally for 3 years. Should an external candidate be appointed, their substantive position with the University will normally be of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

Appointment terms may be varied to meet differing needs at the discretion of the Executive Dean.

## 12. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## 13. Further appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment as recorded through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

## 14. Acting Associate Dean

### *14.1 Appointment Process*

In accordance with the HR Delegations Policy, the Executive Dean can approve an acting arrangement in an Associate Dean position for a period of up to six weeks.

### *14.2 Term of appointment*

Formal acting appointments (with responsibility loading) to Associate Dean positions will generally only be made for periods of six weeks or longer and are to be approved by DVC.

## 15. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Associate Deans as follows:

- lodging of advertisements
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- finalizing letters of formal offer and receiving acceptance
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### *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, whether an internal or external candidate, the incumbent will participate in a comprehensive induction program in line with the [University's Staff Induction Policy and Induction Framework](#). For Associate Deans International, a customized program should be developed by the Office of the DVC in conjunction with the Vice President International, the home Faculty, HR, and other relevant areas. This would normally include the establishment of a 'critical friend'/buddy.

### 2. Responsibility Loading

In recognition of the responsibilities exercised by the Associate Dean's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to an Acting Associate Dean – see Appointment Procedures. This would be on the condition that the Acting Associate Dean is the same incumbent for the full period of the absence and is undertaking the full range of duties as Associate Dean.

### 3. Development and Training

Associate Deans will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

### 4. Performance Planning and Review

An annual performance plan and review for the incumbent's performance in the Associate Dean's role will be carried out by the Executive Dean and in line with the [University's Staff Performance and Development Plan \(SPDP\) Policy](#).

### 5. Accountability/Quality Focus

A comprehensive checklist outlines the main tasks required to be undertaken in all aspects of the role of Associate Dean and will be provided to each incumbent. Each year, through the SPDP process, Associate Deans will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg are the Faculty's course articulation arrangements up to



date? This audit is in line with the University's focus on quality assurance and continuous improvement.

## **6. Support and Assistance**

Administrative support is provided to a Associate Dean to assist in effectively and efficiently performing the role, particularly in acknowledgement that the Associate Dean appointment is a .5 one.

## **7. Leave**

Associate Deans would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Executive Dean.



## EDUCATIONAL LEADERSHIP

### HEAD OF SCHOOL Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Heads of School are established by the recommendation of the Deputy Vice Chancellor (DVC) to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

### **2. Approach to Recruitment**

When a new Head of School position is established and has been approved, or when an existing Head of School position becomes vacant, or the end date of an appointment is approaching, the relevant Executive Dean will consider, in consultation with the DVC, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach is necessary. (NB An election process is not deemed to be an effective recruitment approach.)

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Head of School is being recruited.

Following agreement about the approach to recruitment, the Executive Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to a Head of School position becoming vacant or a new position commencing.

### **3. Advertising**

Positions of Head of School are always advertised internally and sometimes externally as well. All staff within the Faculty will be advised by the DVC of the vacancy which will also be advertised internally on the HR Intranet.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. In addition, where an ongoing academic position is being advertised with Head of School duties assigned for a fixed term (normally 3 – 5 years), an applicant must meet the selection criteria for the academic level of the ongoing position as well as those criteria for the Head of School role.

All incumbents of a Head of School position must have a record of academic achievement usually reflected by holding an appointment at either Level D or E

and,

for internal appointees, normally hold a substantive continuing (or fixed term contract) academic position at the University, typically at academic level D or E, and they are available for the period of appointment without planned lengthy absences. The Faculty must be able to release an internal appointee from other duties in order to take on the role.

In exceptional circumstances and upon presentation of a written case by the Executive Dean to the DVC, an internal application for a HOS position may be considered from a candidate who does not meet these criteria.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) DVC or nominee (Chair)
- (ii) Executive Dean of the Faculty
- (iii) one member of the School (employed at 0.5 time or above, continuing or on a fixed term contract of at least 12 months duration at level D or E) elected by the School
- (iv) a Head of School, internal or external to the Faculty, nominated by the Executive Dean (optional)
- (v) External member(s) such as senior academics in a relevant discipline from another University or professional, industry or community representatives, nominated by the chair

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 Selection Activities

There are normally two types of selection activity utilised for the appointment of a Head of School: interview and referee reports

- 6.1.1 When applications have been received and the selection panel have agreed on the shortlist and the interview questions, each shortlisted applicant will be interviewed

- 6.1.2 The selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to [Recruitment and Selection of Staff Policy](#) for further details on selection activities.

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (including a Selection Report) must be completed and signed by all members of the panel. The DVC (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approval.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **10. Courtesies**

The Faculty will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the Faculty/campus
- meeting and greeting applicants as they arrive for interviews

## **11. Relocation Allowance**

Reasonable relocation expenses are met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## **12. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## **13. Term and Nature of Appointment**

The appointment of Head of School is normally full-time, fixed term, for 3 - 5 years. An external candidate's appointment with the University may, however, depending on the appointment details in the advertisement, be:

- continuing with Head of School duties assigned for 3 – 5 years; or,
- fixed term appointment in line with the Head of School appointment.

The appointment of an internal staff member will normally be made at the level of the appointee's substantive position immediately prior to the appointment and will be a temporary variation to their existing appointment with the University.

For an existing staff member on a fixed term contract the appointment as Head of School replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the DVC.

## **14. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## **15. Further appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A second term will be subject at least to review by the Executive Dean and a third consecutive appointment will be subject to at least an internal recruitment process.

## **16. Acting Head of School**

### **16.1 Appointment Process**

In accordance with the HR Delegations Policy, the Executive Dean can approve an acting arrangement in a Head of School position for a period of up to six weeks.

## 16.2 Term of appointment

Formal acting appointments (with responsibility loading) to Head of School positions will generally only be made for periods of six weeks or longer and are to be approved by the DVC.

## 17. Responsibilities of Faculty Office

- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## 18. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Heads of School as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

## *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement in the role, the incumbent will participate in a comprehensive induction program in line with the [University's Staff Induction Policy and Induction Framework](#). Heads of School will participate in an intensive group-based University orientation program, and receive customised support for their first year in the role. The Head of School will also undertake faculty- and school-based induction to enhance understanding of the operating environment, strategy, policies, practices and people in the Head's immediate work area.

### 2. Responsibility Loading

In recognition of the responsibilities exercised by the Head of School's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to the Acting Head of School – see Appointment Procedures. This would be on the condition that the Acting Head of School is the same incumbent for the full period of the absence and is undertaking the full range of duties as Head of School.

The responsibility loading will also cease in the event that the School is disestablished.

### 3. Development and Training

Head of Schools will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and development strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Head of Schools will attend appropriate local, national or international conferences on a regular basis to remain abreast of their academic field whilst performing their leadership and management role.

### 4. Performance Planning and Review

An annual performance plan and review will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Plan \(SPDP\) Policy](#).



## **5. Accountability/Quality Focus**

Each year, through the SPDP process, Heads of Schools will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have the School's strategic objectives and priorities been updated?; have all School staff completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement.

## **6. Support and Assistance**

Reasonable administrative support is provided to a Head of School to assist in effectively and efficiently performing the role.

In addition, a Head of School with established recent research output, in order to assist them in maintaining progress on key research whilst undertaking this role, may have access to a research assistant. The costs associated with such an appointment would come from the Faculty office budget.

## **7. Leave**

Head of Schools would not normally be expected to take long periods of leave during their first appointment term, however, applications will be considered on a case by case basis by the Executive Dean.

## EDUCATIONAL LEADERSHIP

# COURSE AND UNIT COORDINATORS

## Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **PROCEDURES FOR THE APPOINTMENT OF AND ARRANGEMENTS FOR COURSE AND UNIT COORDINATORS**

Human Resources

MAY 2009

## **PROCEDURES FOR THE APPOINTMENT OF AND ARRANGEMENTS FOR COURSE AND UNIT OF STUDY COORDINATORS**

### **1.0 PURPOSE**

To provide a procedural framework for Heads of School in their responsibility for appointing and managing the School's Course and Unit Coordinators as part of their wider responsibility of managing academic workload allocation.

### **2.0 BACKGROUND**

The Lister Review in 2003 highlighted the neglect of some important aspects of course management and review. Comprehensive role and responsibilities documents were developed in 2005 and updated in 2008 which clarify the accountabilities and responsibilities associated with these roles.

Course and Unit Coordinators perform a valuable academic leadership role for both their colleagues and students. They are actively involved in advising and mentoring students and in administering all aspects of the course/unit for which they are responsible.

### **3.0 DEFINITIONS**

Course of Study ("Course") – a single course leading to a higher education award, or a course recognised by the higher education provider at which the course is undertaken as a combined or double course leading to one or more higher education awards. The course will have been accredited and listed in the Australian Qualifications Framework Register.

Unit of Study ("Unit") – a subject or unit that a person may undertake with a higher education provider as part of a course of study.

### **4.0 KEY WORDS**

Course Coordinator; Unit of Study Coordinator;

### **5.0 PROCEDURES**

#### **5.1 Principles**

- 5.1.1 There is maximum equity in the appointment, management and recognition of staff in these roles
- 5.1.2 These are educational leadership roles and incumbents are expected to personally model the types of behaviour expected of all staff, notably those behaviours that reflect the University's values
- 5.1.3 These Coordination roles are taken into account in the Academic Workload Model, and valued in the University's Higher Education Academic Promotions Process.
- 5.1.4 Each approved course must have a clearly identified coordinator.

- 5.1.5 A particular course coordinator may be appointed to coordinate a group of closely related courses.
- 5.1.6 Normally, sessional staff should not be used to undertake coordination duties. However, this may need to occur in exceptional circumstances where specialized knowledge is required and is not available from amongst continuing or fixed term staff. As for all staff members undertaking coordinator responsibilities, it is vital that appropriate induction, support and guidance in the role, including appropriate professional development opportunities, is given to these sessional staff members.
- 5.1.7 A Head of School would not normally undertake course coordination duties for an undergraduate course whilst undertaking the duties of Head of School.
- 5.1.8 A specific staff member should ideally not have ongoing coordination responsibilities for a specific course but rather should hold a course or unit coordination role for a fixed period of time – eg in line with the duration of the Course – 3/4/5 years. Coordinators may be eligible for re-appointment particularly for small enrolment courses where limited staff are involved in teaching the course.
- 5.1.9 Course Coordinators are responsible to the head of the area offering the course, normally the Head of School, and their appointment should enhance inter and intra-faculty course coordination.
- 5.1.10 Financial remuneration is not paid to those staff members with course or unit coordination duties although recognition is given in the academic promotions process and the academic workload model where the coordination duties are part of the staff member's total workload.

## 5.2 Course Coordinators – Undergraduate

The overall accountabilities and responsibilities of this position are outlined in the Role and Responsibilities document.

N.B. Coordinators carry out these responsibilities in addition to their normal duties in their substantive academic role with the University.

### 5.2.1 *Appointment Process*

A Course Coordinator appointment is always internal to the School and is recommended by the Head of School for approval by the Executive Dean of the Faculty.

Where appropriate, eg where more than one staff member are interested in assuming the role, brief written expressions of interest are called from within the School for a vacant Course Coordinator position. Where the course is offered jointly between Schools, or is a double degree, the appointment will be from staff of the School which has agreed management control of the course for the forthcoming period. Ideally this process should commence at least six months before the current incumbent's term as Course Coordinator expires to allow for appropriate handover and induction into the role. Within this expression of interest the applicant needs to address the selection criteria as outlined in the position description template and circulated to all staff members of the School.

The written expressions of interest are then reviewed by a "Selection Group" consisting of the Head of School and at least one other Course Coordinator from

within the School. and the applicant who best meets the selection criteria according to this Selection Group is appointed.

Likewise, where no interest is shown in a vacant course coordinator position, the Head of School and/or Executive Dean may approach and negotiate with a staff member whom they consider to meet or potentially meet the selection criteria to undertake the role.

Course Coordinators are normally appointed from among senior lecturers, (academic level C), associate professors (academic Level D) and professors (academic level E) of the School/Department although from time to time a staff member at that level is not available and a Level A or B may be appointed.

A letter of appointment should be provided to the incumbent by the Head of School (refer to template in Appendix 1) together with a copy of the position description and any other information relevant to the role, eg professional development activities. The incumbent should sign the letter in accepting the role as Course Coordinator and a copy of the signed letter should be sent to Human Resources for placement on the employee's personnel file.

#### **5.2.2 *Term of Appointment***

Course Coordinators would normally serve a term in line with the length of the Course they are coordinating – ie 3, 4 or 5 years

#### **5.2.3 *Performance Planning and Review***

The performance of a Course Coordinator in this role will be reviewed through the [University's Staff Performance and Development Planning \(SPDP\) process](#).

### **5.3 Course Coordinators – Postgraduate**

#### **5.3.1 *Appointment Process***

The course coordinator role for master degree courses should normally be assigned to an associate professor/professor (level D/E). However, these tend to be specialist courses with a limited number of staff who have the skills and knowledge to coordinate them. For this reason, Course Coordinators of Postgraduate courses may often be level Cs or the Heads of School.

In light of the above, there would not normally be any formal appointment process although it should be ensured that the staff member appointed coordinator meets the selection criteria or is provided with the support needed to undertake the requirements of the role.

#### **5.3.2 *Term of Appointment***

This would normally be three (3) years.

#### **5.3.3 *Performance Planning and Review***

The performance of a Course Coordinator in this role will be reviewed through

the University's Staff Performance and Development Plan (SPDP) process

#### 5.4 Course Coordinators – Offshore Programs

Course Coordinators of offshore programs play a key role in making sure that academic standards in these programs are maintained so that the University builds good reputation in terms of quality academic content, teaching staff and facilities and the University's duty of care to its international students. The overall accountabilities and responsibilities of the Course Coordinator are outlined in the role and responsibilities document, however, more specifically, some of the course coordinators responsibilities for offshore programs include:

- Working with partners to ensure proper standards of qualifications of teaching staff;
- Moderating assessable materials and meeting of examiners;
- Adapting curricula to include, for example, local and international case studies;
- Organizing teaching visits to offshore locations by VU teaching staff;
- Running professional development programs for offshore teaching staff;
- Ensuring culturally appropriate teaching strategies;
- Developing support systems for the preparation of students for the onshore component;
- Providing academic and enrolment support advice for both offshore teaching staff and students

All these are important responsibilities that demonstrate that the role of the course coordinator is of paramount consideration in ensuring quality of teaching for offshore programs.

##### ***5.4.1 Appointment Process***

Course Coordinators are normally appointed from among senior lecturers, (academic level C), associate professors (academic Level D) and professors (academic level E) within the School/Department although from time to time a staff member at that level is not available and a Level A or B may be appointed.

Where a course is taught both onshore and offshore normally the same staff member would be appointed as course coordinator to both.

##### ***5.4.2 Term of Appointment***

Coordinators of offshore courses would normally serve a term in line with the length of the Course they are coordinating – ie 3,4 or 5 years

##### ***5.4.3 Performance Planning and Review***

The performance of a Course Coordinator in this role will be reviewed through the University's Staff Performance and Development Planning (SPDP) process

Offshore coordination duties may require some extra offshore travel associated with those duties. Such travel must be approved and undertaken in accordance with the University's Travel Policy.

## 5.5 Unit of Study Coordinators

Unit of Study Coordinators are appointed from among the academic staff of the School/Department.

Unit of Study Coordinators are responsible to the Head of School and liaise with the Course Coordinator of the Course containing the Unit.

Overall, a Unit of Study Coordinator provides leadership in unit development and assists the Course Coordinator in course development and approval (refer to responsibilities statement).

### 5.5.1 *Appointment Process*

Where a Unit of Study is taught by a single continuing member of staff, that person will by default be the Unit Coordinator. The staff member should meet the selection criteria for the position or be provided with the support needed to undertake the requirements of the role.

Where more than one member of staff is interested in assuming unit of study coordination duties, the Head of School may call for brief expressions of interest. The appointee should most closely meet the criteria for the position. The Head of School in consultation with the appropriate Course Coordinator makes the appointment.

### 5.5.2 *Term of Appointment*

Unit Coordinators normally serve a three year term.

### 5.5.3 *Performance Planning and Review*

The performance of a Unit of Study Coordinator in this role will be reviewed through the University's Staff Performance and Development Planning (SPDP) process

## *References*

- Educational Leadership in Faculties, VU College and Research Institutes Policy
- Recruitment and Selection of Staff Policy
- Staff Performance and Development Planning Policy
- "Making Quality Real for Academic Staff in Higher Education" – Paper presented by Vice-Chancellor Liz Harman to the 2<sup>nd</sup> International Forum of Female Presidents on Higher Education, Beijing, China on 6 September 2004
- Queensland University of Technology – Course, Unit and Subject Area Coordinators Policy and Appointment of Course Coordinators Policy
- RMIT – Appointment – Course Leader Policy
- La Trobe University – Subject/Course Coordination- Academic Staff Policy
- University of Sydney – Definition of "Subject Coordination" for Determining Step Six Level A Academic Policy

TEMPLATE – Offer of Appointment Letter as Course Coordinator

Dear ...*{name of coordinator}*.....

Further to our recent discussions, I am pleased to confirm that you have been appointed as Course Coordinator of the ...*{name of course}*.....Course with effect from ...*{date}*..... and with a finishing date of ...*{date}*.....

A copy of the position description which outlines the accountabilities and responsibilities of this role *has been provided to you/is attached*. Please also ensure you keep abreast of any relevant professional development activities offered by the University which may assist you in performing this role.

As you are aware, this role is a key leadership role for the School and the undertaking of the duties associated with the role will be recognised in the School's workload allocation process. Undertaking the role is also valued in the University's Higher Education Academic Promotions Process.

Please sign below in acceptance of this offer and return to me as soon as possible and no later than within ten working days from the date of this letter. A copy of the signed letter will be placed on your personnel file held within Human Resources.

Congratulations on this appointment; I look forward to your contribution in this role.

Yours sincerely

*{Head of School}*

I accept the role of Course coordinator as outlined above.

Signed: ..... Date: .....

Name: ..... School: .....





## EDUCATIONAL LEADERSHIP

# UNIVERSITY INSTITUTE DIRECTOR Cross-Sectoral

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Institute Directors are established by the recommendation of the Deputy Vice Chancellor (Research and Region) ("DVC") to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Institute Director position is established, an existing Institute Director position becomes vacant, or the end date of an appointment is approaching, the DVC will consider, in consultation with the Vice-Chancellor, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach is necessary.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the Office of Research and the Institute into which the Director is being recruited.

Following agreement about the approach to recruitment, the DVC forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Institute Director position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Institute Director are advertised externally. All staff within the Institute will be advised by the DVC of the vacancy which will also be advertised internally on the HR Intranet.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of an Institute Director position must have a PhD or professional doctorate or equivalent professional standing. In exceptional circumstances and upon presentation of a written case by the DVC to the Vice-Chancellor, an internal application for these positions may be considered from a candidate who does not meet these criteria.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) DVC Research & Region (Chair)
- (ii) a Director of another Institute
- (iii) a Director from a research institute/centre of another University or another University's academic senior manager (eg PVC)
- (iv) a Head of School or senior academic (nominated by the DVC)
- (v) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

#### 6. Selection Panel Procedures

##### 6.1 Selection Activities

There are normally 3 types of selection activity associated with the recruitment for an Institute Director position: seminar, interview and referee reports.

- 6.1.1 When applications have been received and the selection panel have agreed on the shortlist, each **shortlisted** applicant will be asked to present a seminar to the Institute and respond to questions from those present.
- 6.1.2 Whenever practicable, members of the selection panel should attend the seminars.
- 6.1.3 The seminar will be organized by the Institute and must take place prior to the selection interview
- 6.1.4 The seminar should be open at least to all staff members of the DVC Research and Region's office and the members of the selection panel but normally to all University staff members
- 6.1.5 Short-listed applicants must not attend seminars by other applicants
- 6.1.6 All applicants should be provided with consistent information about seminars and should be advised to use the seminar to indicate their:
  - approach to educational leadership
  - past, current and planned research activities
  - approach to maintaining and improving the research, teacher, training and engagement as well as the internationalisation of the Institute in line with *Making VU*

- views on issues likely to affect the future directions of the Institute.
- 6.1.7 the seminars should be organized so that staff have the opportunity to ask questions of the candidate and so that all seminars are equal in length
- 6.1.8 the Chair of the selection panel should advise staff of the purpose and the format before the seminars. They should be advised of the importance of confidentiality and requested to refrain from mentioning any details that might disclose the identity of other applicants
- 6.1.9 as soon as possible after the seminars, staff will be invited to express their views on the candidates' suitability for the position through a ballot.
- 6.1.10 the senior academic staff member of the selection panel will inform the committee of the full details of the result of the ballot and the number of staff who attended the seminar.
- 6.1.11 the selection panel will meet to consider and **interview** applicants as soon as possible after the seminar
- 6.1.12 the selection panel should request **referees' reports** on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff policy for further details on interview processes and procedures.

## **6.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 – Recommendation to Appoint Form (including a Selection Report) must be completed and agreed by all members of the panel. The Vice-Chancellor must be sent this form (together with copies of referee's reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the HR Delegations Policy and following receipt of the documentation outlined above, the Vice-Chancellor can authorise or not the appointment. Should the Vice-Chancellor decide not to authorise the appointment, a plan to fill the position by, eg readvertising, should be developed by the DVC Research and Region and approved by the Vice-Chancellor.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the selection panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## 10. Courtesies

The Office of DVC Research and Region will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the campus
- meeting and greeting applicants as they arrive for seminars and interviews

## 11. Relocation Allowance

Reasonable relocation expenses are met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## 12. Commencement of Service

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## 13. Term and Nature of Appointment

The appointment of Institute Director is normally full-time, fixed term, for 5 years. Should an external candidate be appointed, their substantive position with the University is of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

For an existing staff member on a fixed term contract the appointment as Institute Director replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the DVC Research and Region.

## 14. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## 15. Further appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process

## **16. Acting Institute Director**

### **16.1 Appointment Process**

In accordance with the HR Delegations Policy, the DVC Research and Region can approve an acting arrangement in an Institute Director position.

### **16.2 Term of appointment**

Formal acting appointments (with responsibility loading) to Institute Director positions will generally only be made for periods of six weeks or longer and are to be approved by the Vice Chancellor.

## **17. Responsibilities of Office of DVC Research and Region**

- organizing seminars
- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## **18. Responsibilities of Human Resources**

HR will provide advice and support to the appointment process of Institute Directors as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

### ***References***

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- VU's Academic Classification Policy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). For Institute Directors, a customized program should be developed by the Office of the DVC, Research and Region in conjunction with HR, and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Remuneration and Benefits

#### 2.1 Responsibility Loading

In recognition of the responsibilities exercised by the Institute Director's position, the University provides a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the DVC may approve that the responsibility loading is transferred to the Acting Institute Director – see Appointment Procedures. This would be on the condition that the Acting Institute Director is the same incumbent for the full period of the absence and is undertaking the full range of duties as Institute Director.

#### 2.2 Car

In accordance with the University's Fleet Vehicle Policy, an Institute Director has the option of either a fully serviced and maintained motor vehicle (Range 3) provided by the University or to take a vehicle allowance in lieu of a motor vehicle. This allowance is reviewed on 1 July each year.

### 3. Development and Training

Institute Directors will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Institute Directors will attend appropriate local, national or international conferences on a regular basis to remain abreast of their academic field whilst performing their leadership and management role.

#### **4. Performance Planning and Review**

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the [University's Staff Performance and Development Planning \(SPDP\) Policy](#).

#### **5. Accountability/Quality Focus**

Each year, Institute Directors will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have the Institute's strategic objectives and priorities been updated?; have all Institute staff completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement

#### **6. Support and Assistance**

Reasonable administrative support is provided to an Institute Director to assist in effectively and efficiently performing the role.

#### **7. Leave**

Institute Directors would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the DVC.





## EDUCATIONAL LEADERSHIP

### DIRECTOR VU RESEARCH CENTRE Higher Education

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of VU Research Centre Directors are established by the recommendation of the Deputy Vice Chancellor ("DVC") to the Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description

### **2. Approach to Recruitment**

When a new VU Research Centre Director position is established, an existing VU Research Centre Director position becomes vacant, or the end date of an appointment is approaching, the DVC will consider, in consultation with the Vice-Chancellor, the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or a search agency approach is necessary.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the DVC Research and Region, Office for Research and the VU Research Centre into which the Director is being recruited.

Following agreement about the approach to recruitment, the DVC forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an VU Research Centre Director position becoming vacant or a new position commencing.

### 3. Advertising

All positions of VU Research Centre Director are advertised externally. All staff within the Faculty will be advised by the DVC of the vacancy which will also be advertised internally on the HR Intranet.

### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. It should be noted that all incumbents of a VU Research Centre Director position must have a PhD or professional doctorate or equivalent professional standing.

### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) DVC (Chair) or nominee
- (ii) Executive Dean of Faculty
- (iii) DVC Research & Region
- (iv) a Director of another VU Research Centre
- (v) a Head of School or senior academic (nominated by the DVC)
- (vi) Professional, industry or community representative(s) nominated by the Chair (optional)

It is expected that all selection panel members will be at academic Level D or E, (or similar senior status for external industry members). Individual cases for a member not at these levels must be approved by the Chair.

### 6. Selection Panel Procedures

#### 6.1 Selection Activities

There are normally 2 types of selection activity associated with the recruitment for a Director VU Research Centre position: interview and referee reports.

6.1.1 When applications have been received and the Selection Panel have agreed on the shortlist, each shortlisted applicant will be invited to interview.

6.1.2 The selection panel should request referees' reports on applicants and should distribute these to committee members before or at the interview stage

Refer to Recruitment and Selection of Staff policy for further details on interview processes and procedures.

#### 6.2 Recommendation for Appointment

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (including a Selection Report) must be completed and signed by all members of the panel. The DVC (or Vice Chancellor where the DVC chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Where the DVC chaired the selection panel the Vice Chancellor authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Executive Dean and approved by the DVC.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **10. Courtesies**

The Faculty Office will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the campus
- meeting and greeting applicants as they arrive for seminars and interviews

## **11. Relocation Allowance**

Reasonable relocation expenses are met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## **12. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## **13. Term and Nature of Appointment**

The appointment of VU Research Centre Director is normally full-time and fixed term for 5 years. Should an external candidate be appointed, their substantive position with the

University is of a fixed term nature. The appointment will normally be made at the level of the appointee's substantive position immediately prior to the appointment.

For an existing staff member on a fixed term contract the appointment as VU Research Centre Director replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the Vice Chancellor.

#### **14. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

#### **15. Further appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

#### **16. Acting VU Research Centre Director**

##### **16.1 Appointment Process**

The Executive Dean can approve an acting arrangement in a VU Research Centre Director position for periods of up to six weeks.

##### **16.2 Term of appointment**

Formal acting appointments (with responsibility loading) to VU Research Centre Director positions will generally only be made for periods of six weeks or longer and are to be approved by the DVC.

#### **17. Responsibilities of Faculty Office**

- organizing seminars
- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## **18. Responsibilities of Human Resources**

HR is responsible for providing expertise and support to the appointment process of VU Research Centre Directors as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice for unsuccessful candidates

### *References*

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Academic Classification Policy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with the VU's [Staff Induction Policy and Induction Framework](#). For VU Research Centre Directors, a customized program should be developed by the Faculty Office in conjunction with the DVC Research and Region, HR and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Responsibility Loading

In recognition of the responsibilities exercised by the VU Research Centre Director's position, the University may provide a responsibility loading to the incumbent. This loading is superannuable. The amount of the loading will be reviewed every five years on 1 July unless otherwise agreed by the Vice Chancellor.

The responsibility loading will cease during an absence of more than six continuous weeks from the University. In this situation, the Executive Dean may approve that the responsibility loading is transferred to the Acting VU Research Centre Director – see Role and Responsibilities. This would be on the condition that the Acting VU Research Centre Director is the same incumbent for the full period of the absence and is undertaking the full range of duties as VU Research Centre Director.

### 3. Development and Training

VU Research Centre Directors will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that VU Research Centre Directors will attend appropriate local, national or international conferences on a regular basis to remain abreast of their academic field whilst performing their leadership and management role.

### 4. Performance Planning and Review

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Planning \(SPDP\) Policy](#).

**5. Accountability/Quality Focus**

A comprehensive checklist (link) outlines the main tasks required to be undertaken in all aspects of the role of VU Research Centre Director and will be provided to each incumbent. Each year, VU Research Centre Directors will be expected to undertake an "Accountability Audit" related to this checklist in line with the University's focus on quality assurance and continuous improvement. eg have the VU Research Centre's strategic objectives and priorities been updated?; have all VU Research Centre staff completed a performance plan and review through the SPDP process?

**6. Support and Assistance**

Reasonable administrative support is provided to a VU Research Centre Director to assist in effectively and efficiently performing the role.

**7. Leave**

VU Research Centre Directors would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Executive Dean.





**VICTORIA  
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**A NEW  
SCHOOL OF  
THOUGHT**

## EDUCATIONAL LEADERSHIP

### DEAN VU COLLEGE

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Approach to Recruitment**

When the position of Dean VU College ("the Dean") becomes vacant, or the end date of an appointment is approaching, the Deputy Vice-Chancellor (DVC) will consider the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach should be taken.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation.

Following agreement about the approach to recruitment, the DVC forwards the following authorised documentation to HR:

- (i) HR Form 66 with an appending memorandum clearly justifying the ongoing need for the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 4 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

The Vice Chancellor is required to authorise all recruitment for this level of position which includes sign off on HR Forms HR47 and HR66.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to the Dean position becoming vacant.

### **2. Advertising**

The position of Dean must be advertised externally. All staff within the VU College will be advised by the DVC of the vacancy which will also be advertised internally on the HR Intranet.

### **3. Eligibility for appointment**

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of the Dean position must have a relevant post-graduate qualification and high standing in the vocational, further and/or higher education sector.

#### 4. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) DVC (Chair) or nominee
- (ii) PVC Teaching and Learning
- (iii) an Executive Dean
- (iv) Professional, industry or community representative(s) nominated by the Chair
- (v) a Head of School or senior staff member of the VU College (nominated by the DVC)

#### 5. Selection Panel Procedures

##### 5.1 Selection Activities

There are normally 3 types of selection activity associated with the recruitment for the Dean position: seminar, interview and referee reports.

- 5.1.1 When applications have been received and the Selection Panel have agreed on the shortlist, each shortlisted applicant will be asked to present a seminar to the VU College and respond to questions from those present.
- 5.1.2 Whenever practicable, members of the selection panel should attend the seminars.
- 5.1.3 The seminar will be organized by the VU College. Seminars must take place prior to the selection interview
- 5.1.4 The seminar should be open at least to all VU College members and the members of the Selection Committee but normally to all University staff members
- 5.1.5 Short-listed applicants must not attend seminars by other applicants
- 5.1.6 All applicants should be provided with consistent information about seminars and should be advised to use the seminar to indicate their:
  - approach to educational leadership
  - past, current and planned research and teaching activities
  - approach to maintaining and improving the teaching and learning, research, and internationalisation of the VU College in line with *Making VU*
  - views on issues likely to affect the future directions of VU College
- 5.1.7 The seminars should be organized so that staff have the opportunity to ask questions of the candidate and so that all seminars are equal in length
- 5.1.8 The Chair of the Selection Panel should advise VU College staff of the purpose and the format before the seminars. They should be advised of the importance of confidentiality and requested to refrain from mentioning any details that might disclose the identity of other applicants
- 5.1.9 As soon as possible after the seminars, staff of the VU College will be invited to express their views on the candidates' suitability for the position through a ballot.
- 5.1.10 The selection panel will meet to consider and interview applicants as soon as possible after the seminar
- 5.1.11 The selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff policy for further details on interview processes and procedures.

## **5.2 Recommendation for Appointment**

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend some other course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (Including a Selection Report) must be completed and agreed by all members of the panel. The Vice-Chancellor (VC) must be sent this form (together with copies of referees' reports obtained) for approving.

## **6. Authorisation of Appointment**

Following receipt of the documentation outlined above, the VC can authorise or not the appointment. Should the VC decide not to authorise the appointment, a plan to fill the position by, eg readvertising, should be developed by the DVC and approved by the VC.

## **7. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **8. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **9. Courtesies**

The VU College will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the College/campus
- meeting and greeting applicants as they arrive for seminars and interviews

## **10. Relocation Allowance**

Reasonable relocation expenses are met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## **11. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## **12. Term and Nature of Appointment**

The appointment of the Dean is full-time, fixed term, normally for 5 years. Should an external candidate be appointed, their substantive position with the University is of a fixed term nature.

For an existing staff member on a fixed term contract the appointment as Dean VU College replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the DVC.

### **13. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

### **14. Further appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

### **15. Acting Dean**

#### **15.1 Appointment Process**

The DVC can approve an acting arrangement in the Dean's position for a period of up to six weeks.

#### **15.2 Term of appointment**

A formal acting appointment to the Dean position will generally only be made for periods of six weeks or longer and is to be approved by the VC.

### **16. Responsibilities of Office of PVC Teaching and Learning**

- organizing seminars
- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

### **17. Responsibilities of Human Resources**

HR is responsible for providing expertise and support to the appointment process of the Dean VU College as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

*The current official version of this policy is maintained on the Victoria University Central Policy Register and downloading and printing of this policy will produce an uncontrolled copy which may not be current."*

## ***References***

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). A customized program should be developed by the DVC in conjunction with the VU College, HR and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Remuneration and Benefits

#### 2.1 Car

In accordance with the University's Fleet Vehicle Policy, a Dean has the option of either a fully serviced and maintained motor vehicle (Range 2) provided by the University or to take a vehicle allowance in lieu of a motor vehicle. This allowance is reviewed on 1 July each year.

### 3. Development and Training

The Dean will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that the Dean will attend appropriate local, national or international conferences on a regular basis to remain abreast of their field whilst performing their leadership and management role.

### 4. Performance Planning and Review

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Planning \(SPDP\) Policy](#).

### 5. Accountability/Quality Focus

A comprehensive checklist (link) outlines the main tasks required to be undertaken in all aspects of the role of Dean and will be provided to the incumbent. Each year, the Dean will be expected to undertake an "Accountability Audit" related to this checklist in line with the University's focus on quality assurance and continuous improvement. eg have VU College's strategic objectives and priorities been updated?; have all VU College staff completed a performance plan and review through the SPDP process?

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## **6. Support and Assistance**

Reasonable administrative support is provided to the Dean to assist in effectively and efficiently performing the role.

## **7. Leave**

The Dean would not normally be expected to take long periods of leave during his/her appointment term, however, applications will be considered on a case by case basis by the DVC.





## EDUCATIONAL LEADERSHIP

### ASSOCIATE DIRECTOR VU College

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Associate Directors are established by the recommendation of the Dean VU College ("Dean") to the Deputy Vice-Chancellor in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

### **2. Approach to Recruitment**

When a new Associate Director position is established, an existing Associate Director position becomes vacant, or the end date of an appointment is approaching, the Dean will initially consult with the DVC and HR and consider the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach is necessary.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Associate Director is being recruited.

Following agreement about the approach to recruitment, the Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Associate Director position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Associate Director must be advertised externally. All staff within the VU College will be advised by the Dean of the vacancy which will also be advertised internally on the HR Intranet.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of an Associate Director position must have a relevant post-graduate qualification and high standing in the vocational, further and/or higher education sector, and a post graduate qualification in teacher training and teaching experience at a post-secondary education level or equivalent

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) DVC (Chair) or nominee
- (ii) Dean VU College
- (iii) another Associate Director from VU College
- (iv) a Head of School or senior staff member of the VU College (nominated by the Dean)
- (v) Professional, industry or community representative(s) (optional and nominated by the Chair)

#### 6. Selection Panel Procedures

##### 6.1 *Selection Activities*

There are normally two types of selection activity utilised for the appointment of an Associate Director: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist and the interview questions, each shortlisted applicant will be interviewed

6.1.2 The selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff Policy and Procedures for further details on Selection Activities.

##### 6.2 *Recommendation for Appointment*

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (Including a Selection Report) must be completed and agreed by all members of the panel. The DVC must be sent this form (together with copies of referees' reports obtained) for approving.

#### 7. Authorisation of Appointment

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the DVC can authorise or not the appointment. Should the DVC decide not to authorise

the appointment, a plan to fill the position by, eg readvertising, should be developed by the Dean and approved by the DVC.

#### **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

#### **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

#### **10. Courtesies**

The VU College will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the VU College/campus
- meeting and greeting applicants as they arrive for interviews

#### **11. Relocation Allowance**

Reasonable relocation expenses are met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

#### **12. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

#### **13. Term and Nature of Appointment**

The appointment of Associate Director is full-time, fixed term, normally for 5 years. Should an external candidate be appointed, their substantive position with the University is normally of a fixed term nature.

For an existing staff member on a fixed term contract the appointment as Associate Director replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the Dean.

#### **14. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## **15. Further Appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A second term will be subject to at least review by the Dean and a third consecutive appointment will be subject to at least an internal recruitment process.

## **16. Acting Associate Director**

### **16.1 Appointment Process**

In accordance with the HR Delegations Policy, the Dean can approve an acting arrangement in an Associate Director position for periods of up to six weeks.

### **16.2 Term of appointment**

Formal acting appointments to Associate Director positions will generally only be made for periods of six weeks or longer and are to be approved by the DVC.

## **17. Responsibilities of Office of Dean VU College**

- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## **18. Responsibilities of Human Resources**

HR will provide advice and support to the appointment process of Associate Directors as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

*The current official version of this policy is maintained on the Victoria University Central Policy Register and downloading and printing of this policy will produce an uncontrolled copy which may not be current."*

## ***References***

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). For Associate Directors, a customized program should be developed by the Office of the Dean in conjunction with HR, and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Development and Training

Associate Directors will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Associate Directors will attend appropriate local, national or international conferences to remain abreast of their field whilst performing their leadership and management role.

### 3. Performance Planning and Review

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Planning \(SPDP\) Policy](#).

### 4. Accountability/Quality Focus

Each year, through the SPDP process, Associate Directors will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have all staff within their area of responsibility completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement.

### 5. Support and Assistance

Reasonable administrative support is provided to an Associate Director to assist in effectively and efficiently performing the role.

## **6. Leave**

Associate Directors would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Dean.





## EDUCATIONAL LEADERSHIP

### HEAD OF SCHOOL VU College

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009

## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Head of Schools are established by the recommendation of the Associate Director VU College to the Dean VU College ("Dean") in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

The Dean is required to authorise all recruitment for this position which includes sign off on HR Forms HR47 and HR66 other than where the Dean has chaired the selection panel and then the appointment is authorised by the Deputy Vice Chancellor (DVC).

### **2. Approach to Recruitment**

When a new Head of School position is established, an existing Head of School position becomes vacant, or the end date of an appointment is approaching, the Associate Director will consult with the Dean and HR and consider the future need for and expected demands on the role, the nature of those demands and therefore the type of approach to recruitment that would be suitable; for example, whether internal or external advertising is required, or an external recruitment agency approach is necessary.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Head of School is being recruited.

Following agreement about the approach to recruitment, the Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to a Head of School position becoming vacant or a new position commencing.

### **3. Advertising**

Positions of Head of School are always advertised internally and sometimes externally as well. All staff within the VU College will be advised by the Dean of the vacancy which will also be advertised internally on the HR Intranet.

#### 4. Eligibility for application

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of a Head of School position must have a relevant post-graduate qualification and high standing in the vocational, further and/or higher education sector, and a course of teacher training at Australian Qualifications Framework level 5 which includes supervised teaching practice and studies in teaching methodology or equivalent.

#### 5. Selection Panel

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) Dean VU College (Chair) or nominee
- (ii) One staff member of the School elected by the School
- (iii) a Head of School, internal or external to the VU College, nominated by the Dean
- (iv) Professional, industry or community representative(s) (optional and nominated by the Chair)

#### 6. Selection Panel Procedures

##### 6.1 Selection Activities

There are normally two types of selection activity utilised for the appointment of a Head of School: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist and the interview questions, each shortlisted applicant will be interviewed

6.1.2 The selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff Policy and Procedures for further details on Selection Activities.

##### 6.2 Recommendation for Appointment

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (Including a Selection Report) must be completed and agreed by all members of the panel. The Dean VU College (or DVC where the Dean chaired the selection panel) must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the Dean VU College can authorise or not the appointment. Where the Dean chaired the selection panel the DVC authorises the appointment. Should the Dean decide not to authorise the appointment, a plan to fill the position by, eg readvertising, should be developed by the Associate Director and approved by the Dean.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **10. Courtesies**

The VU College will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the VU College/campus
- meeting and greeting applicants as they arrive for interviews

## **11. Relocation Allowance**

Reasonable relocation expenses may be met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## **12. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## **13. Term and Nature of Appointment**

The appointment of Head of School is full-time, fixed term, normally for 3 years. Should an external candidate be appointed, their substantive position with the University is normally of a fixed term nature.

For an existing staff member on a fixed term contract the appointment as Head of School replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the Dean.

## 14. Probationary Period

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## 15. Further Appointments

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A third consecutive appointment will be subject to at least an internal recruitment process.

## 16. Acting Head of School

### 16.1 Appointment Process

In accordance with the HR Delegations Policy, the Dean can approve an acting arrangement in a Head of School position upon recommendation from the Associate Director for a period of up to six weeks.

### 16.2 Term of appointment

Formal acting appointments to Head of School positions will generally only be made for periods of six weeks or longer and are to be approved by the DVC.

## 17. Responsibilities of Office of Dean VU College

- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## 18. Responsibilities of Human Resources

HR will provide advice and support to the appointment process of Head of Schools as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

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## ***References***

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). For Head of Schools, a customized program should be developed by the Office of the Dean in conjunction with HR and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Development and Training

Head of Schools will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Head of Schools will attend appropriate local, national or international conferences to remain abreast of their field whilst performing their leadership and management role.

### 3. Performance Planning and Review

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Plan \(SPDP\) Policy](#).

### 4. Accountability/Quality Focus

Each year, through the SPDP process, Head of Schools will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have all staff within their area of responsibility completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement.

### 5. Support and Assistance

Reasonable administrative support is provided to a Head of School to assist in effectively and efficiently performing the role.

### 6. Leave

Head of Schools would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Dean.



**VICTORIA  
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**A NEW  
SCHOOL OF  
THOUGHT**

## EDUCATIONAL LEADERSHIP

### SENIOR EDUCATOR VU College

- **ROLE AND RESPONSIBILITIES (under development)**
- **APPOINTMENT PROCEDURES**
- **RECOGNITION AND SUPPORT**

Human Resources

MAY 2009



## **APPOINTMENT PROCEDURES**

### **1. Establishment of New Position**

Positions of Senior Educators are established by the recommendation of the Associate Director to the Dean VU College ("Dean") in line with the HR Delegations Policy. A recommendation to establish a position should contain the following information:

- (i) HR Form 66 with an appending memorandum clearly justifying the establishment of the position
- (ii) Source of funding for the position
- (iii) Proposed membership of the Selection Panel (refer to 5 below)
- (iv) proposed mechanisms for attracting members of EEO target groups
- (v) Proposal as to which external recruitment agency will be used (if relevant and having followed the 3 quote process in accordance with the University's Purchasing Policy)
- (vi) Proposed date for the close of applications
- (vii) the position description.

The Dean is required to authorise all recruitment for this level of position (where they have not chaired the selection panel) which includes sign off on HR Forms HR47 and HR66.

### **2. Approach to Recruitment**

When a new Senior Educator position is established, an existing Senior Educator position becomes vacant, or the end date of an appointment is approaching, the Dean will initially consult with the DVC and HR and consider the future need for and expected demands on the role and the nature of those demands.

Where there is an incumbent in place, this discussion will also include the performance of the incumbent and whether a further appointment would be appropriate.

The discussion will be informed by appropriate consultation, for example, with the group into which the Senior Educator is being recruited.

Following agreement about the approach to recruitment, the Dean forwards the authorised documentation to HR.

To allow for an efficient recruitment process, these documents should normally reach HR at least six (6) months prior to an Senior Educator position becoming vacant or a new position commencing.

### **3. Advertising**

All positions of Senior Educator are normally advertised internally only. All staff within the VU College will be advised by the Dean of the vacancy which will be advertised internally on the HR Intranet.

#### **4. Eligibility for application**

All applicants must meet the selection criteria outlined in the position description. It should be noted that all potential incumbents of a Senior Educator position must have an approved degree, diploma or certificate or equivalent tertiary qualifications relevant to a preparatory and further education leadership role, and a course of teaching training at AQF level 5.

#### **5. Selection Panel**

The composition of the selection panel will reflect the general requirements in line with the [Recruitment and Selection of Staff Policy](#), eg equitable gender representation. The normal panel membership will be:

- (i) Dean VU College (Chair) or nominee
- (ii) another Senior Educator from within the University, normally from VU College
- (iii) a Head of School, internal or external to the VU College, nominated by the Chair
- (iv) Professional, industry or community representative(s) (optional and nominated by the Chair)

#### **6. Selection Panel Procedures**

##### ***6.1 Selection Activities***

There are normally two types of selection activity utilised for the appointment of an Senior Educator: interview and referee reports.

6.1.1 When applications have been received and the selection panel have agreed on the shortlist and the interview questions, each shortlisted applicant will be interviewed

6.1.2 The selection panel should request referees' reports on applicants and should distribute these to panel members before or at the interview stage

Refer to Recruitment and Selection of Staff Policy and Procedures for further details on Selection Activities.

##### ***6.2 Recommendation for Appointment***

At the conclusion of the interview process, and after considering the referees' reports, the selection panel should decide to recommend an appointment, or, if no suitable applicants have been identified, to recommend an alternate course of action.

If a preferred candidate has been identified, HR Form 47 - Recommendation to Appoint Form (Including a Selection Report) must be completed and agreed by all members of the panel. The Dean (or where the Dean has chaired the selection panel the DVC must be sent this form (together with copies of referees' reports obtained) for approving.

## **7. Authorisation of Appointment**

In line with the Schedule of HR Delegations and following receipt of the documentation outlined above, the Dean VU College can authorise or not the appointment. Where the Dean chaired the selection panel, the DVC authorises the appointment. Should the appointment not be authorised, a plan to fill the position by, eg readvertising, should be developed by the Associate Director and approved by the Dean.

## **8. Offer to Successful Candidate**

When the appointment is approved, a letter of offer to the nominated candidate is prepared by Human Resources.

## **9. Notification to all Candidates**

The Chair must give feedback on behalf of the Selection Panel to all candidates. Following this, formal notification to unsuccessful candidates is prepared and sent by HR.

## **10. Courtesies**

The VU College will consider ways in which courtesy can be extended to short-listed applicants. This could include:

- meeting interstate and overseas applicants at the airport
- invitations to attend social functions, such as lunch or dinner
- tours of the VU College/campus
- meeting and greeting applicants as they arrive for interviews

## **11. Relocation Allowance**

Reasonable relocation expenses may be met by the University in line with the [Relocation and Immigration Assistance for New Staff Policy](#).

## **12. Commencement of Service**

It is essential that all new appointees meet with a HR representative upon commencement of employment so that appointment and salary formalities can be completed.

## **13. Term and Nature of Appointment**

The appointment of Senior Educator is part-time, normally .5 time, fixed term, normally for 3 - 5 years.

For an existing staff member on a fixed term contract the appointment as Senior Educator replaces any previous contract.

Appointment terms may be varied to meet differing needs at the discretion of the Dean.

## **14. Probationary Period**

Probation periods will apply to new appointments to the University only and will be determined in accordance with the [University's Probation Policy](#).

## **15. Further Appointments**

Further appointments are subject to satisfactory performance as documented through the SPDP process and the continued need for the position.

Generally at least six months prior to the expiry of an appointment, a recommendation will be made to the delegated officer as to any continuing need for a position and the performance of the incumbent during the full period of the appointment including as recorded against the objectives reviewed through the SPDP process.

Any further appointments may be subject to an internal or external recruitment process. A second term will be subject at least to review by the Dean and a third consecutive appointment will be subject to at least an internal recruitment process.

## **16. Acting Senior Educator**

### **16.1 Appointment Process**

In accordance with the HR Delegations Policy, the Associate Director can approve an acting arrangement in a Senior Educator position for a period of up to six weeks.

### **16.2 Term of appointment**

Formal acting appointments to Senior Educator positions will generally only be made for periods of six weeks or longer and are to be approved by the Dean.

## **17. Responsibilities of Office of Dean VU College**

- arranging courtesies
- making travel and accommodation arrangements for candidates (where agreed)
- paying any costs associated with interview/travel expenses

## **18. Responsibilities of Human Resources**

HR will provide advice and support to the appointment process of Senior Educators as follows:

- lodging of advertisements
- receipt and recording of enquiries
- liaising with external recruitment agencies where appropriate
- providing position description details to potential applicants
- contact with candidates upon confirmation that shortlisting has taken place
- advising on procedural issues as required
- finalizing letters of formal offer and receiving acceptance
- preparing and sending written advice to unsuccessful candidates

*The current official version of this policy is maintained on the Victoria University Central Policy Register and downloading and printing of this policy will produce an uncontrolled copy which may not be current."*

### ***References***

- Recruitment and Selection Of Staff Policy
- VU's Leadership and Management Capability Framework
- VU's Leadership and Management Development Strategy
- Relocation and Immigration Assistance for New Staff Policy

## RECOGNITION AND SUPPORT

### 1. Orientation and Induction to the Role

Upon commencement to the role, the incumbent will participate in a comprehensive induction program in line with VU's [Staff Induction Policy and Induction Framework](#). For Senior Educators, a customized program should be developed by the Office of the Dean in conjunction with HR and other relevant areas. This would normally include introductions to key staff and areas of the university, and the establishment of a 'critical friend'/buddy.

### 2. Development and Training

Senior Educators will be expected to attend appropriate training as provided by the University in facilitating the performance of their role.

The development of a leadership and management strategy from 2008 aims to broaden the scope of programs available to educational leaders and target critical positions for comprehensive development in leadership and management. The leadership strategy will ensure professional development programs underpin and support the Universities strategic directions, policies, practices, systems and programs.

It is expected that Senior Educators will attend appropriate local, national or international conferences to remain abreast of their field whilst performing their leadership and management role.

### 3. Performance Planning and Review

An annual performance planning and review process will be carried out by the incumbent's supervisor, and in line with the University's [Staff Performance and Development Planning \(SPDP\) Policy](#).

### 4. Accountability/Quality Focus

Each year, through the SPDP process, Senior Educators will be expected to undertake an "Accountability Audit" in regards to the main tasks required to have been undertaken as part of the main accountabilities of the position, eg have all staff within their area of responsibility completed a performance plan and review through the SPDP process? This audit is in line with the University's focus on quality assurance and continuous improvement.

### 5. Support and Assistance

Reasonable administrative support is provided to a Senior Educator to assist in effectively and efficiently performing the role.

### 6. Leave

Senior Educators would not normally be expected to take long periods of leave during their appointment term, however, applications will be considered on a case by case basis by the Associate Director.