

## **REWARD AND RECOGNITION FOR SCHOOL LEADERSHIP ROLES**

**MAH School Leadership Team: 12.12.2023/Item 7/APPROVED**

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### **1. Context**

1.1 Leadership, Management and Citizenship are important aspects at all career stages, and in all contract types to different degrees. They are embedded in all academic career paths and an expected part of academic roles. They are part of the current Academic Career Framework (2019) and will be embedded further in this when it is refreshed following the current review of the framework (2023). All workload allocation contains these aspects.

1.2 In addition to this, there are a number of School level and University level leadership roles that have additional workload allocation, paid allowances and additional research or scholarship leave entitlements.

1.3 In MAH, where these relate to School roles, these conditions are decided by the School Leadership Team, usually initiated by proposals from the Dean, or Associate Dean and Committee of the relevant portfolio, and/or Heads. These will also typically be reviewed regularly through annual reviews of workload allocation systems and or end of role/other reasons.

1.4 Where these relate to University roles, any paid remission is usually determined by the central HR Reward team, and there is School discretion around workload allocation. Where these are central roles that are outside of the School or external, MAH processes may be determined by that external governance or authority.

- School determined roles are often, for example, reps, advisors, officers, convenors and directors
- University determined roles include Associate Deans, Heads of Department/Subject
- Central or external roles are, for example, Deans, Deputy Pro Vice Chancellors, Director of an AHRC DTP Consortium, REF panel member

1.5 The paper relates to the following senior leadership roles:

- Associate Deans
- Head of Department/Subject

### **2. Workload allocation for School leadership roles**

2.1 Role descriptions, workload allocations and appointment processes for School determined roles are approved by SLT. However, they are developed in the relevant portfolio or subject area, through consultation and through the most relevant committee (Education for Education roles, Research for research roles etc.). SLT has final sign off on these.

2.2 Workload tariffs proposals can be brought by any SLT member. The record of role descriptions sits with the Associate Dean for People etc. The record of all tariffs sits with Ass Dean Education/Senior Education Manager.

2.3 Processes for the appointment of all school roles are set out in the “Advertising School Roles” policy [NB: approved at School PCIC, coming to the next SLT].

### **3. Workload allocation**

- 3.1 Details of the workload allocation will be advertised with the post. For both Associate Deans and Heads of Departments/Subjects, this is currently 0.4 or 0.5 FTE, but this may be varied by a decision of the SLT.

### **4. Leave Eligibility**

- 4.1 The existing [policy for School-funded leave](#) remains unchanged: all academic staff are eligible to apply for one term of research or scholarship leave after three academic cycles of teaching and/or administration (normally expressed as six semesters or nine terms).
- 4.2 Existing practice includes some agreements for extended periods of leave; these will be honoured for current appointments (including all current role holders). However, as with all leave, only eligibility is guaranteed; leave will always be contingent on meeting the criteria set out in the School-funded leave policy, on the School's finances, and on operational considerations.
- 4.3 However, existing practice is neither fair nor sustainable, because of our current academic structures, the number of roles, and the unevenness in scale of roles. If we were to continue to offer all major leadership roles (those with a remission of 0.5 FTE or greater, i.e. Subject Heads and Associate Deans), the Senior Leadership Team (SLT) would require 3 years of leave every year (the equivalent of three full-time academic posts, or approximately £210,000).
- 4.4 A key part of the rationale for the previous, ad hoc practices was that such roles were arduous and under-rewarded. However, the annual stipend for these roles was increased substantially in 2023 (from £2,000 p.a. to £6,000, and is now the same stipend for Subject Heads and Associate Deans). In addition, the successful completion of such a role usually enables the role-holder to meet promotion criteria, and may provide an opportunity to demonstrate exceptional performance, which allows the role-holder to apply for additional pay under the Discretionary Pay Review (DPR) process. There is thus less justification for offering a substantial additional period of leave to those undertaking senior leadership roles.
- 4.5 In order to maintain their research during a period of office, Subject Heads and Associate Deans are encouraged to organise their time effectively (if necessary, in consultation with their Line Manager) and to set aside some time each week for research. This should be an operational priority when planning a unit's workload allocation process to ensure that such roles are not substantially over-convened.
- 4.6 The second reason for offering additional leave was that it was often impossible to take leave during a term of office, making it difficult for colleagues to maintain their research. However, Associate Deans and Subject Heads are now included in the same eligibility pool as all other staff and may apply for leave once they are eligible (subject to the same operational and budgetary constraints that apply to all staff). It will normally be the responsibility of the current post holder to ensure cover the role is covered if they take leave during their term of office. Such leave also extends the term of office by the length of the leave (e.g. if leave were taken after two years, the office holder would normally be expected to return to the role and complete their third year).
- 4.7 This paper replaces existing ad hoc practices with a clearly articulated proposal and guidance. Once this is agreed, ideally from 1 August 2023, this policy will apply to all School leadership appointments. The proposed new policy is that no member of staff is entitled to additional school-funded leave beyond the entitlement set out in the policy for School-funded leave. However, for the first semester after the end of a full term of office, role-holders will normally receive a nominal research allocation of 50% instead of the usual 40%, with their teaching reduced to 30%, which will be applied when planning their workload.

- 4.8 However, anyone in a leadership role who extends their term, or who has been unable to take research leave for a period of 5 years (10 semesters or 15 terms) or more, will be eligible to apply for an additional term of leave. Such applicants will be given high priority, but will still be subject to the same rules, including meeting the criteria, EDI considerations, and anything that applies to other applications. Details of the Research leave and other related policies can be found on [the School's website](#).
- 4.9 Holders of all roles (including School leadership roles) are normally expected to complete their term in the role before taking leave. In exceptional cases, this may be varied if requested, as long as the variation meets both the School's and the University's needs (including business needs). However, holders of job-shared roles are encouraged to take leave during their term, where operationally practical. Please note, that colleagues in such roles will still be expected to meet the normal eligibility criteria for research leave.