



Rules for the Appointment of Executive Heads

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HEMIS classification	
Aim	To establish rules for the appointment of executive departmental heads
Type of document	Rules
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Owner of these rules	Rector and Vice-Chancellor
Institutional functionary (curator) responsible for these rules	Chief Director: Strategic Initiatives and Human Resources
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The core of the rules

The appointment process and the roles and functions of executive heads must comply with the principles contained in the document Guidelines for the Management of Academic Units at Stellenbosch University (dated 8 August 2005, and later approved by the SU Council).

1. Introduction

Usually executive heads are appointed in more extensive environments or larger academic units (with 25 full-time permanent C1 staff members or more).

2. Application of the rules

These rules apply by default to the appointment of all executive heads.

3. Aim of the rules

To establish the points of departure, provisions and procedures regarding the appointment of executive heads.

4. Objectives of these rules

To ensure that the appointment of executive departmental heads is handled uniformly.

5. Principles of the rules

Establish uniform practices regarding the appointment of executive heads.

6. Conflict resolution

Via the Rector's Management Team (RMT) in consultation with the Appointments Committee of Senate – the AC(S).

7. Control over the rules

7.1 Functions

The Rector and Vice-Chancellor is the owner of these rules and must ensure that they are drafted, updated and implemented, and that a curator and related structures and functionaries are appointed and that they function effectively.

7.2 Implementation

The Chief Director: Strategic Initiatives and Human Resources is the curator of these rules and must ensure that they are drafted, approved, reviewed, communicated and made available. The curator is also responsible for the

interpretation and implementation of the rules, and must convene a task team to review them periodically, as circumstances require.

7.3 Monitoring and reporting

The owner of these rules is accountable and the curator is responsible for the necessary controls being established to monitor compliance with the rules and report on it.

7.4 Communication

Via the Human Resources Division (HR) home page.

7.5 Reviewing

These rules will be reviewed ad hoc for amendment as necessitated by operational circumstances.

7.6 Noncompliance

The normal line management practices will apply.

8. Points of departure

8.1 The appointment process and the roles and functions of executive heads must comply with the principles contained in the document Guidelines for the Management of Academic Units at Stellenbosch University (dated 8 August 2005, later approved by the SU Council).

8.2 Usually executive heads are appointed in more extensive environments or larger academic units (with 25 full-time permanent C1 staff members or more).

8.3 The appointment of an executive head is an important matter from a strategic and operational perspective, seeing that the incumbent is responsible for the overarching academic leadership, administration and management of the environment concerned. These responsibilities include, among other things, handling the following:

8.3.1 budgets;

8.3.2 administration;

8.3.3 contract research;

8.3.4 smaller contracts that have been delegated by the dean;

8.3.5 infrastructure or facilities and equipment, as well as space management in the environment as a whole – after consultation with the environment concerned; and

8.3.6 staff management.

8.4 Where applicable, the executive head will have a managerial responsibility towards any service authority or partner employer, too. This managerial responsibility will be defined in joint agreements between the University and the service authority, as well as in (a) service level agreement(s) between the service authority and the academic unit or department concerned.

- 8.5 The ideal executive head must be a respected academic in one of the subject disciplines within the academic unit concerned, and must be able to inspire and orient the lecturers in their lecturing and research tasks.
- 8.6 In the case of the Faculty of Medicine and Health Sciences (FMHS), the regulations of the Health Professions Council of South Africa (HPCSA) confer on the position of executive head a professional and an ethical dimension, too; especially as regards the management of certain functions of staff who are registered professionals in the health sciences. Therefore, it is essential for executive heads in this faculty to be registered with the HPCSA.
- 8.7 Executive heads must possess the proven ability to successfully fulfil the managerial responsibilities set out above.
- 8.8 Executive heads must still fulfil a teaching function – either at undergraduate or at postgraduate level – or a research function, or a combination of these functions.
- 8.9 Appointment as executive head also confers Senate membership on the incumbent.
- 8.10 The dean concerned must clarify the specific functions of every executive head by means of an appropriate role description that includes the necessary delegated responsibilities.

9. Remuneration

Executive heads must receive an appropriate manager's allowance for managing the academic unit. The allowance must be provided for in the budget of the faculty concerned and be indicated on the faculty's staff plan.

10. Provisions

- 10.1 Executive heads are appointed for a period of at most five years and preferably at least two years. Upon expiry of their term they may be appointed for (an) additional term(s), which need not follow directly on the first or any other term of appointment.
- 10.2 The dean must initiate the process to appoint an executive head, normally six months before the term of appointment of the serving executive head expires.
- 10.3 The appointment process must be completed three months before the serving incumbent's term expires.
- 10.4 In the FMHS the executive head of a department that consists of only one discipline is appointed permanently. Such appointment is linked to the incumbent's primary appointment at the department. When the primary appointment expires, the executive head concerned may be appointed for (an) additional term(s), which need not follow each other directly, until the post becomes vacant. At that point the vacancy can be advertised to be filled by a permanent appointment.
- 10.5 The dean, in consultation with the heads of departments, disciplines and divisions within the academic unit (if applicable), may appoint an acting executive head for a limited period if required by extraordinary circumstances (such as the unexpected resignation of an executive head or the extended absence of a serving executive head).

11. Appointment process

- 11.1 A subcommittee of the AC(S) must handle the process of filling a vacancy for an executive head.
- 11.2 The subcommittee must consist of the following members:
 - 11.2.1 the dean of the faculty concerned, who also acts as chair;
 - 11.2.2 the dean of another faculty, preferably one who also serves on the AC(S); and
 - 11.2.3 members appointed by the dean.In the case of the FMHS:
 - 11.2.4 the vice-deans and the Director: Business Management of the FMHS;
 - 11.2.5 two representatives of the service authority or partner employer concerned, appointed by them; and
 - 11.2.6 the divisional heads of the department concerned (as approved by Council on 19 September 2005, and with subsequent additions by means of decisions by the FMHS Faculty Board);
 - 11.2.7 in the case of a department that is not divided into formal divisions: at most three senior academic staff members from the department concerned, appointed by the dean in consultation with the permanent academic staff of the department as a whole; and
 - 11.2.8 a representative of the Rector.
- 11.3 A person who has been appointed as member of the subcommittee initially, but later becomes a candidate for the post, must withdraw from the subcommittee and must be replaced by a person from the relevant category (11.2.6 or 7).
- 11.4 The dean, in consultation with the subcommittee, must finalise the job description and the requirements regarding qualifications and other criteria that candidates must meet. The same persons must formulate the job advertisement with reference to this information.
- 11.5 The advertisement must be announced, usually within the academic unit (internally). In the case of departments that consist of only one discipline, however, the advertisement must be announced externally as a vacancy for a professor or associate professor (as the case may be) and departmental head.
- 11.6 After applications have closed the subcommittee must compile a shortlist of eligible candidates who must be invited for interviews. The subcommittee may also decide on additional methods for evaluating candidates, e.g. psychometric testing.
- 11.7 The shortlisted candidates must do a presentation and respond to questions about their vision for the academic division or department at an open session before the subcommittee interviews them.
- 11.8 After the subcommittee has interviewed the shortlisted candidates, the shortlist must be submitted before the Rector along with the subcommittee's recommendation. The Rector must finalise the appointment in consultation with the RMT and, if necessary, after consultation with the AC(S).

11.9 If an academic ranking is recommend that differs from the successful candidate's existing ranking, the subcommittee – which, for this purpose, also has the status of a subcommittee of the AC(S) – must make a recommendation to the AC(S), who must handle the matter in accordance with the usual practice regarding such recommendations.

12. Reappointment process

When the term of appointment of a serving executive head expires, the faculty management has a choice between the following two procedures:

12.1 If the serving executive head concerned makes him- or herself available for another term of appointment, the faculty board in question may be consulted regarding reappointment, whereupon the dean may make a recommendation to the RMT.

12.2 The same procedure may be followed as in the case of initial appointment (par. 11.1–9 above).

13. Supporting documents

Item no.	Name of document	Status <i>(e.g. identified, in process or approved)</i>
AP0050	Code for Management Practices	Approved

14. Related documents

Item no.	Name of document	Status <i>(e.g. identified, in process or approved)</i>
AP0040	Rules for the Appointment of Acting Departmental Chairs	Approved