



POSITION NUMBER	xxxxxxx	SCHOOL/AREA	xxxxxxx
CLASSIFICATION	xxxxxxx	FACULTY	xxxxxxx
LINE MANAGER	Pro Vice-Chancellor		POSITION NUMBER xxxxxxx

PURPOSE OF POSITION

The overarching purpose of the Head of School role is to foster and maintain an environment in which academics and professional staff work collaboratively to achieve excellence in the areas of learning and teaching, research and innovation, and engagement and impact. The Head of School provides overall academic leadership within a School in support of the University's mission, values, and strategic goals, and is responsible to the Pro Vice-Chancellor of the Faculty for the effective management of staff and resources within the School.

This position description is to be read in conjunction with the attached **Academic Role Statement/s** which outlines the applicable selection criteria and overarching responsibilities for the level and category of academic appointment.

KEY RESPONSIBILITIES AND ACCOUNTABILITIES

The principal role responsibilities and accountabilities of the Head of School may be summarised as follows:

Academic leadership

- Inspire excellence and continuous improvement in learning and teaching, research and innovation, engagement and impact within the School;
- Establish clear and agreed directions, goals and priorities for the School, aligned with those of the Faculty and University;
- Foster collaboration, both within the School and between the School and other areas of the University;
- Exemplify and promote the values of the University.

Governance and administration

- Maintain effective governance arrangements at the School level, through the establishment of a committee structure and associated leadership roles;
- Communicate the interests of the Faculty and University to the School, and promulgate the interests of the School within the Faculty and University;
- Conduct annual operational planning at the School level, in alignment with the strategic and operational plans and priorities of the University and Faculty;
- Lead the development, review and revision of unit and course offerings;
- Ensure that effective quality assurance processes relating to teaching and research operate at the School level;
- Allocate teaching, research, and service duties and responsibilities to staff;
- Provide operational information to the University, as required;
- Lead the School Review process; and
- Ensure University policies are communicated and implemented.

People and culture

- Manage staffing functions within the School, including workforce planning, recruitment, workload management, performance review, training and development, reward and recognition, and grievance resolution;
- Build and maintain positive morale and strong engagement within the School;
- Encourage staff commitment to University values; and
- Ensure that the School complies with all legal and statutory obligations and University policies relating to the management of people.

Finance and infrastructure

- Manage finances at the School level, including preparing the School budget and managing expenditure against targets;
- Pursue opportunities to increase School revenue;
- Ensure that the School's physical resources and infrastructure are managed and maintained;
- Ensure compliance with financial policies, procedures, and regulations.

External engagement

- Establish and maintain strong domestic and international connections with relevant government, business, professional bodies, and the wider community;

- Maintain effective links with employers and graduates.

KEY PEOPLE INTERACTIONS

- | | |
|--|--|
| <ul style="list-style-type: none"> • Provost and other members of the Senior Executive Team (as appropriate) • Pro Vice-Chancellor, Faculty Business Manager, School Business Managers, Faculty Deans, academic and professional staff across the University | <ul style="list-style-type: none"> • Other Internal stakeholders and partners • External stakeholders and partners (e.g. accreditation bodies, industry & advisory groups) |
|--|--|

POSITION/ORGANISATIONAL UNIT DIMENSIONS

Information here should provide a context (no more than a paragraph) for the position and should also refer to your area's website for more information.

CRITERIA

For academic appointment	<ul style="list-style-type: none"> • As per the selection criteria in the attached Academic Roles Statement/s
For appointment as Head of School	<ul style="list-style-type: none"> • Demonstrated ability to think strategically • Outstanding leadership, communication and people management skills. • Demonstrated experience in managing teams of academic and professional staff. • Demonstrated ability to successfully lead and implement change. • Demonstrated ability to develop and maintain productive relationships with key stakeholders external to the University. • Demonstrable commitment to the University core values.
<i>Desirable</i>	<ul style="list-style-type: none"> • Detailed knowledge of the Australian and international higher education sectors. • Current substantive appointment as Professor (ALE) • Experience in managing organisational units in a university setting.

CAPABILITIES & BEHAVIOURS (Curtin Leadership Framework)

It is a requirement that staff in leadership roles, such as this one, exhibit and model capabilities and behaviours consistent with the Curtin Leadership Framework (see http://odu.curtin.edu.au/curtin_leadership_framework.cfm)

Managing Self	Leading Others	Leading Innovation & Change	Leading Strategically	Managing Operations
Understanding self & others	Building & leading high performance teams	Thinking creatively & fostering innovation	Thinking strategically & having vision	Managing Curtin resources
Modelling Curtin Values	Developing staff capability	Managing change	Setting goals & objectives	Continuous quality improvement
Managing time and wellbeing	Facilitating participative decision making	Influencing and inspiring others	Thinking analytically to solve problems	Managing complex projects
Building working relationships	Dealing with conflict			
Effective Communication				

UNIVERSITY VALUES

All staff must commit to and uphold Curtin's Values which are:

- Integrity – to act ethically, honestly and with fairness
- Respect – to listen, value and acknowledge
- Courage – to lead, take responsibility and question
- Excellence – to strive for excellence and distinction
- Impact – to empower, enable and inspire

For more information please visit: <http://www.curtin.edu.au/livingourvalues/>

COMPLIANCE & LEGISLATIVE REQUIREMENTS

Occupational Safety and Health

All supervising staff are required to undertake effective health and safety measures to ensure compliance with the Occupational Safety and Health Act 1984 and related legislative requirements.

All staff must comply with requirements of the Occupational Safety and Health Act and all reasonable directives given in relation to health and safety at work, to ensure compliance with University and Legislative health and safety requirements.

Ethics Equity and Social Justice

All staff are responsible for informing themselves of their obligations and responsibilities in relation to Ethics, Equity and Social Justice. In particular, all staff must demonstrate appropriate and professional workplace behaviours in accordance with the University's Values and Code of Conduct.

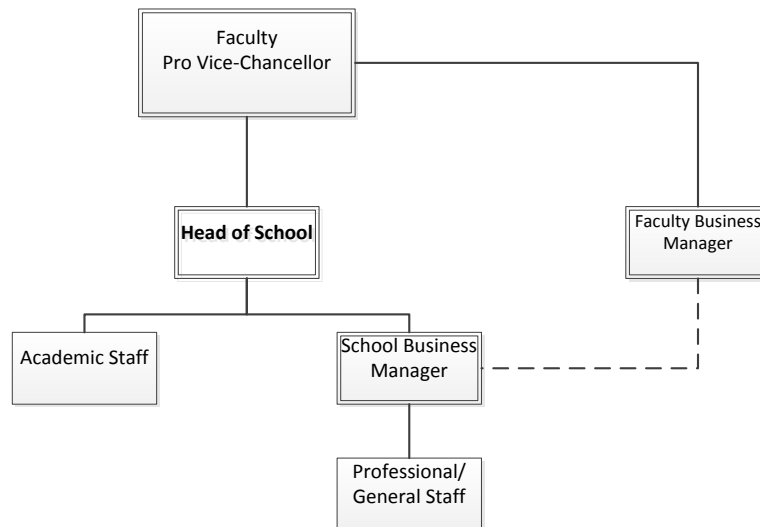
Staff must familiarise themselves and comply with all other University policies and procedures and legislation relevant to the position.

ENDORSEMENT

I certify that the information contained in this document is a true and accurate depiction of the requirements of the position

Manager		Human Resources Registered	
Manager Signature		Date Registered	
Date		Document Last Updated	May 2016

Organisational Chart



Appointment and Support of Heads of School

Principles and Procedures

1. Appointment process

The decision to recruit a new Head of School is made by the PVC of the Faculty, after consultation with the Provost. The PVC will decide whether an external or internal recruitment process is preferred, following consultation with senior academics within the School and/or Faculty, and make a recommendation to the Provost for approval.

Where it has been decided to use an internal recruitment process, the call for expressions of interest will be limited to 'Continuing' academics at level D and Level E.

The Head of School selection committee will normally be chaired by either the Provost or Vice-Chancellor.

2. Term of appointment

Heads of School will initially be appointed for a fixed term of between 3 and 5 years, with the possibility of renewal for one further term of 2 to 5 years.

Heads of School will retain the title associated with their substantive position (e.g. Professor, Associate Professor) for the term of their appointment, unless promoted.

3. Remuneration

The Head of School will receive a remuneration package that includes a management loading, in addition to base salary, for the term of the appointment. Any existing loadings (e.g. Market loading) will remain in force, subject to any periodic review mechanisms in place.

4. Responsibility and authority

It is expected that Heads will be given sufficient decision-making authority to manage people and resources effectively at the School level, in accordance with the responsibilities outlined in the position description. At the beginning of the term of appointment, and annually thereafter as part of the WPPR process, the Head of School and PVC will meet to

clarify role accountabilities and performance expectations, and to identify limits to the Head's decision-making authority (such as those formally prescribed by University policy and statute).

5. Support and development

5.1 Deputy and Acting Heads

A Deputy Head will be appointed to assist the Head in the leadership and management of the School, and to act in the Head's absence. This appointment will be made by the PVC of the Faculty, after consultation with the Head of School.

During short periods of absence, the Head of School will appoint an Acting Head, usually the Deputy Head. If the absence is likely to be greater than 6 months, the appointment of an Acting Head will be need to be approved by the PVC of the Faculty.

5.2 School Business Manager

Each Head of School will be supported by a suitably qualified School Business Manager, who will assist the Head in managing finances and resources, oversee all administrative functions, and manage professional staff within the School.

5.3 Senior academic staff

Senior academic staff are expected to support the Head of School by taking on significant administrative and governance roles (e.g. chairing School committees and acting as Program Director), as part of their overall service and leadership responsibilities.

5.4 Research support

Heads may apply to the PVC of the Faculty to receive ongoing research support, such as through the allocation of time for research or through the allocation of funding. Any funding provided will be split between the Faculty and the School.

5.5 Development

In the first year of their appointment, the Head will generate a multi-year development plan, and discuss the resulting plan with the PVC of the Faculty, to ensure that they receive

necessary assistance in implementing it. As part of this process, each Head is expected to complete regular 360 degree feedback exercises.

The development plan will ideally include participation in

- an in-house leader development program.
- leadership coaching
- an external executive development program
- courses focusing on financial management

5.5.1 Academic Study Program

Heads are not usually eligible to apply for leave to conduct an Academic Study Program (ASP) during the course of their term of appointment, unless specifically approved by the PVC of the Faculty. Once they have finished their term as Head, however, they may immediately embark on an approved ASP. If appointed to a second successive term as Head, they are entitled to embark on an ASP in the first semester of their new term.

5.5.2 Successive term appointments

If appointed to a second successive term, the Head will generate a new multi-year development plan, in discussion with the PVC of the Faculty. The development plan will ideally include

- participation in an external residential executive leader development program designed to prepare the Head for more senior roles in the University
- short term appointments as acting PVC or other appropriate executive roles

5.6 Performance review

The PVC of the Faculty will conduct a formal review of each Head's performance annually, through the WPPR process. The PVC should discuss the impending review with the Provost before the review meeting.