

**Protocol for the Determination of**

**the Head of Department Allowance**

The following principles shall guide the determination of the Head of Department (HoD) allowance:

1. The Head of Department allowance is paid to HoDs of academic departments for their responsibilities as HoDs for the period of their appointment, usually a three year contract in any one instance;
2. The allowance needs to be fair compensation for work done. Fairness is understood to mean both internal and external equity.
3. Internal equity: While recognising that there are core responsibilities to the role of HoD, departments do differ according to their complexity. The HoD allowance shall reflect this complexity. It is recognised that it is possible that some departments may be more complex than some Faculties in the institution. Notwithstanding this, the role of the Dean in the institution is more senior to that of a HoD and plays a different role. Accordingly, for those part-time Deans who are also HoDs, their allowance shall be calculated in line with the protocol for the determination of the Dean’s remuneration;
4. External equity: The allowance shall be benchmarked relative to what other Higher Education Institutions are paying their academic HoDs for this role and a rate determined within the context of affordability and the institution’s own remuneration strategy;
5. The key factors (see definitions in Appendix 1) which determine the complexity of departments are:
6. Staff: the number of staff posts, academic and support, council funded, permanent and contract (excluding temporary appointments against permanent appointments, on academic leave or temporary teaching budgets). Part-time staff are included as a percentage point e.g. someone in a 50% post is reflected as 0.5. Outside funded posts are not included as the value of such contracts is already reflected in department income (see 3g below). It is recognised that Administrative managers or similar high level support posts provide significant support to the HoD;
7. Temporary teaching funds: as some departments have a large temporary teaching budget due to the nature of their teaching programme, this too shall be used to reflect the complexity related to staff. The value of this shall be reflected in SCUs;

These two factors will constitute the staff score which is mediated by whether or not the department has a departmental manager. HR provides all the staff data in the calculation of the allowance.

c) Departmental Manager: Whether or not the department has a departmental manager or other high level administrators will impact the complexity of managing a department for a HoD. This will impact the staff score achieved i.e. the score for staffing will be mediated with this factor by 20%.

1. Students: number of unweighted undergraduate and Honours FTEs
2. Students: number of unweighted post-graduate FTEs;

These two factors will constitute the student score which is mediated by the special arrangements score. DMU provides the FTE data.

1. Special arrangements (teaching and other): special curriculum programmes specific to department, percentage of part-time post-graduates to full-time post-graduates, In-service learning programmes, substantive off-site learning opportunities, Community Engagement outreach and awareness programmes run by department, professional requirements that impact the curriculum, NRF Chairs within the department, departments with multiple locations, multiple disciplines within one department. Each department is given a score out of 10 which is then converted to a percentage to achieve a mediated student score;
2. Departmental RU cost[[1]](#footnote-1): departmental running costs, research and library costs, space costs[[2]](#footnote-2);
3. Departmental income: funds raised by department for various projects and research in the department including monies raised by individual members of staff. Given that there are fluctuations with this funding, a three year average is to be used;

These two factors will constitute the other score. The departmental cost data comes from the DMU while the departmental income data comes from the Research Finance Office.

Research was not listed as a factor as it was argued that this does not create complexity in and of itself. Rather, what does add complexity is:

* external funding (already captured under 3g)
* use of laboratories for research, already captured under space and capital equipment expenditure
* number of technical staff (already reflected under 3a)
* number of post-graduate students (already captured under 3d)

1. A total score comprising the weighted staff score, weighted student score and weighted other score, will be arrived at as follows:

|  |  |
| --- | --- |
|  | Of total final score |
| Staff | 40% |
| Students | 40% |
| Other | 20% |

Within each of these scores, the relative weighting of components will be as follows:

a) Within the staff score which will constitute 40% of the total score, the weightings shall be

* + No of posts (academic and support): 70%
  + Temporary teaching funds: 30%

b) With the student score which will constitute 40% of the total score, the weightings shall be

* Students (undergrad and Honours): 75%
  + Students (post-grad): 25%
  + Total divided by

c) With the other score which will constitute 20% of the total score, the weightings shall be

* + Departmental costs/R1000: 60%
  + Departmental income/R1000 000: 40%.

Summary:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Scores | Of total score | Different weightings with the various scores | | | |
| Staff | 40% | Made up of | Academic, support: 70% | | Temporary teaching: 30% |
| Students | 40% | Made up of | Undergrad FTES: 75% | Post-grade FTES: 25% | |
| Other | 20% | Made up of | Departmental costs: 60% | | Departmental income: 40% |

On the basis of these scores (added together), a final score reflecting the complexity of the department is achieved.

1. The relevant data for each department shall be collected from the Data Management Unit, Finance and HR Divisions. The latest Stats Digest data available will be used e.g. 2012 data will be used for determining the 2014 allowance; the HR data for the previous year, i.e. 2013 data for 2014 allowance and in the case of the Departmental income, the last three years i.e. 2011,2012 and 2013 for the 2014 allowance. Using this data, with all the weightings, a score will be calculated for each department which shall reflect its complexity;
2. In determining the specific HoD allowance allocation per department[[3]](#footnote-3), there shall be ranges of complexity scores with relevant remuneration linked to these. For example, departments with a complexity score of less than 10 shall receive an allowance of R55 000 while departments with a complexity score of more than 16 but less than 18 shall receive an allowance of R135 000.
3. In determining the revised allowance values each year for new or renewed HOD contracts, the designation of categories shall be adjusted as follows: The average percentage shift in the final scores year on year, will be applied to the points categories. For example, if the lowest category in year 1 is <10 and the shift in the final scores from year 1 to year 2 is 2%, then the lowest category in year 2 will be <10.2 . This is to offset the fact that Departmental Cost and Income will be impacted by inflationary increases.
4. Where a department or school has a Deputy HoD or Section Heads receiving an allowance, the split of the HoD allowance allocation per department will usually be 60% HoD and 40% Deputy or shared between the Section Heads. However, if this ratio is not reflective of current practice this can be changed in consultation with the HoD and Deputy HoD.
5. CHERTL is not an academic department. However, it is an integral part of the academic project of the University and therefore has a Head of Department. The input variables for the calculation of the HOD allowance would not be applicable to CHERTL. For this reason, due to the size and complexity of the department, the HOD allowance that shall apply, is the allowance commensurate with the category for the lowest overall score.
6. Where the current HoD proceeds on academic leave and an Acting HoD is appointed, the Acting HoD will get the full allowance. However, where the HoD is involved in departmental matters, provided this is substantive i.e. at least one month academic leave credit will be given in terms of the individual’s academic leave;
7. Review of allowances shall take place with each new HoD contract. Annual adjustments will be made within this contract period;
8. Transitional arrangements: There shall be transitional arrangements in place such that in

2014, the new allowances will be phased in within the budget available. Those HoDs currently on contract whose current allowance exceeds the proposed allowance will continue to receive the higher allowance for the duration of the contract. A new contract will have the new allowance linked to it;

10. Consultation and approval process: This draft document is as a result of discussions between the Director: HR and a sub- committee of HoDs from the HoD Forum: Drs Brown and Brukman and Professors Strelitz and Thorburn. It was presented to the HOD Forum in September 2012 and input from the Forum was also invited electronically. The document was again presented at the HoD Forum in November 2013. HoDs were asked to give written feedback to the Director, HR. Feedback was received from five HoDs. A final meeting of the sub-committee was held in September 2014 with proposals going to individual HoDs for comment.

**Written: Director, HR**

**Last updated: 1 December 2015**

**Appendix 1: Definitions**

Academic staff: includes any research staff and instrumentation scientists, paid for by RU i.e. Council controlled posts. Budget allocated posts rather than actuals.

Support staff: posts from grade 1 upwards, permanent and contract staff in excess of one year, paid for by RU i.e. Council controlled posts. Budget allocated posts rather than actuals.

Temporary teaching budget, reflected as a SCU

Unweighted Full-time Equivalents (FTEs): Student headcounts are not FTEs. A department can have a headcount of 100 students registered but if they are all first year students and are doing 3 other credits, then each student will be worth a FTE of 0.25 (1 student/4 credits = 0.25 FTE), a total of 25 FTEs. FTEs can be weighted or unweighted, depending on the weighting given by the Department of Higher Education and Training. The weighting is of consequence to the subsidy received.

1. This is table H2 in the Statistical Digest but excludes staff costs and other costs. Other costs relate to support costs e.g. Finance, HR that are proportioned across departments based on their student numbers. [↑](#footnote-ref-1)
2. Capital equipment costs removed as determining the value of equipment can be problematic e.g. depreciated value, replacement value? Only constitutes 9% of total RU costs so not substantive. [↑](#footnote-ref-2)
3. The notion of a HoD allowance allocation per department is important as this is not what is paid per person. [↑](#footnote-ref-3)