



**1 DUTIES**

The Deputy Dean shall carry out faithfully and to the best of his/her ability those duties outlined in the Deputy Dean's role profile (see Appendix 1) or any related duties as may be required by the Faculty and/or the relevant authority in the institution.

**2 TERM + NATURE OF CONTRACT**

Each term of office shall be two and half years. There is no limit to the number of terms of office served, save that the appointment for each term of office shall follow a Faculty approved process.

Depending on the Faculty, the Deputy Dean role is between 5 and 12 hours per week, and the individual shall also continue to occupy an academic role on a full-time basis.

In all faculties, the Deputy Dean role may be held at the same time as the role of HoD (in the Faculties of Pharmacy and Law this may depend on the leadership structure elected, see point 3.3 of the protocol of election of Deputy Deans).

The new Deputy Dean will also be a full-time academic and may also have a strong research profile or heavier than usual teaching load. It is acknowledged that such an individual will not be able to sustain all of these roles, as well as that of the Deputy Dean.

For each new appointment, an assessment of what is viable for the individual will be made and where relief may need to be provided. Such an assessment will take place by the Dean, Head of Department where the new Deputy Dean is not the HoD and the Director: HR, after consultation with the person. Such an assessment may include the provision of appropriate assistance e.g. teaching assistance to the Department or research assistance to the individual, in order to relieve the individual of some of his/her current responsibilities.

**3 TERMINATION OF THE CONTRACT**

Termination of the contract shall ordinarily happen through the efluxion of time. The Deputy Dean may however terminate the contract before the end date of the contract by giving a term's notice. The University, following a Faculty approved process, may terminate the contract before the end date.

**4 ALLOWANCE**

There are two components to the allowance paid: firstly the additional hours spent and secondly, the hourly rate to determine the allowance.

**4.1 Hours spent**

The allowance shall be paid on the basis of the time spent in this role. For example, if the Deputy Dean spends 8 hours per week on this role, this is a 20% role and the allowance shall be based on 20% of the cost to company remuneration for grade 16.

The hours spent on the role and the allowance shall be calculated as follows:

- Required hours in the role
- Less relief provided
- Net hours x remuneration rate per hour.

For example:

	Hrs required in role per week	No of weeks per annum	Total hours	Hrs of teaching relief provided p.a.	Net hours	Hourly rate (this is an example)	Allowance
Deputy Dean	6	46	276	100	176	R240.99	R42,414 p.a.
Deputy Dean	6	46	276	0	276	R240.99	R66,513 p.a.
Deputy Dean	8	46	368	175	193	R240.99	R46,510 p.a.
Deputy Dean	5	46	230	80	150	R240.00	R36,149 p.a.

#### 4.2 Hourly rate

The Deputy Dean's remuneration shall be benchmarked against the middle management, grade 16 of support staff remuneration and the hourly rate used for this.

For example, the total cost to employer rate for grade 16 is R501 211 in 2013. The hourly rate is R240.99 calculated as follows:


- R501 211/12 months p.a.
- R41 768 per month/4.333 weeks in a month
- R9639 per week/40 hours per week
- R240.99 per hour

## 5 ACADEMIC LEAVE

The Deputy Dean shall continue to accrue academic leave during the contract period consistent with his/her employment contract as an academic. A newly appointed Deputy Dean is discouraged from taking academic leave in the first term of office. Given that each term of office is 2.5 years, 5 months academic leave will be accrued during this period. Where a Deputy Dean already has more than 7 months' academic leave accrued before taking office, consideration will have to be given to the Deputy Dean not losing academic leave and/or taking academic leave in the latter part of the term of office. The Deputy Dean while on academic leave shall receive no allowance.

Written: Director, HR  
Last updated: 11 April 2014

Appendix 1: This is a generic profile that will require amendment subject to Faculty specific requirements, similar to what has taken place for the profile for the role of Dean

 <b>RHODES UNIVERSITY</b> <small>Grahamstown • 6140 • South Africa</small>	<b>Faculty</b>		<b>Job Grade</b> <b>16</b>
	DATE PROFILE LAST UPDATED	November 2013	

			NAME
<b>JOB TITLE</b>	Deputy Dean	<b>INCUMBENT</b>	
<b>FACULTY</b>		<b>REPORTING STRUCTURE</b>	While the Deputy Dean is elected by the Faculty, s/he reports to the Dean.
<b>JOB TYPE (ACADEMIC/SUPPORT)</b>	Academic	<b>CONTRACT/PERMANENT</b>	2 1/2 year contract position
<b>FUNDED</b>	Council funded	<b>PART-TIME ROLE</b>	Hours depend on Faculty

**MAIN JOB OBJECTIVE/S**

The role of the Deputy Dean in relation to the specific Faculty is to support the Dean in:

1. Providing intellectual and academic leadership,
2. Taking responsibility for certain leadership portfolios, management responsibilities and associated administration as delegated by the Dean,
3. Representing the Faculty internally and in the absence of the Dean, externally to the institution, championing of the needs of the Faculty and departments where necessary,

It is recognised that these roles intersect and are integrally connected.

<b>DESCRIPTION OF KEY ROLES and RESPONSIBILITIES</b>	<b>STANDARD EXPECTED</b>
<p><b><i>Provide intellectual and academic leadership</i></b></p> <p><u>In relation to the relevant Faculty, Deputy Deans are charged with the responsibility of:</u></p> <ol style="list-style-type: none"> <li>1. Supporting the Dean in the implementation and evaluation of the strategic direction of the Faculty in terms of teaching, research and community engagement, with particular reference to the strategic imperatives of the University;</li> <li>2. Driving the awareness within the Faculty and particularly at the level of HoDs of the changes, challenges and opportunities within the HE sector, strategic imperatives of the institution and what this means for academic departments, supporting HoDs in the exploration of this at the departmental level and navigating the tensions that exist between departmental and Faculty priorities;</li> <li>3. Facilitating and driving quality teaching, research and community engagement by faculty staff within</li> </ol>	<p>The Deputy Dean's academic role is premised on the basis that the Deputy Dean is elected by peers.</p> <p>The Deputy Dean strives to uphold the principle of collegiality through consultation with members of faculty.</p> <p>The Deputy Dean works under the guidance of the Dean and seeks to support the Dean in his/her vision for the Faculty.</p> <p>In the portfolios and/or management activities delegated to the Deputy Dean, these are executed effectively and efficiently, with the Faculty and institutional interests in mind.</p>

<p>academic departments and intervening when necessary;</p> <ol style="list-style-type: none"> <li>4. Supporting the Dean in ensuring the conceptualisation, interrogation, implementation and review of academic standards, processes and systems at the level of the department and Faculty and contributing to such explorations at the institutional level;</li> <li>5. Encouraging the identification of particular research niches within the Faculty, looking for possible collaboration and co-operation at multiple levels (departmental, Faculty and institutional) and where possible, facilitating such collaboration;</li> <li>6. Where the Deputy Dean has been allocated certain departments to take responsibility for, working with HODs in managing the sometimes divergent interests between the careers of individual staff members and the overall exigencies of the faculty and departments as regards teaching and research.</li> </ol>	
<p><b><i>Leadership and Management of people and processes and associated administration</i></b></p> <p>The Deputy Dean will support the Dean, where feasible, in the following areas:</p> <ol style="list-style-type: none"> <li>1. Where feasible, to raise funds and/or work collaboratively with the relevant institutional offices to raise funds for particular initiatives of the Faculty;</li> <li>2. Ensuring the smooth functioning of the Faculty in respect of students inter-alia: admissions, registrations, curriculum approvals, exclusions, interaction with parents, graduation, examinations including liaison with external examiners, for postgraduate students: approval of allocation of supervisors and appointment of examiners, dealing with appeals for Duly Performance Certificates, participating in schools' visits, approving student exchanges, approval of transfer of credits from other Universities, approval of awards of aegrotats, supplementary or special examinations;</li> <li>3. Working collaboratively with the Dean to establish areas of responsibility within the overall portfolio of the leadership and management work of the Faculty. This may include taking responsibility for working with the HoDs in certain departments;</li> <li>4. Involving senior staff in the Faculty in particular project work of the Faculty;</li> <li>5. Participating in a variety of University Committees and in some cases, Chairing a Committee including Selection Committees;</li> <li>6. Where the Deputy Dean has been allocated</li> </ol>	<p>The Deputy Dean's academic role is premised on the basis that the Deputy Dean is elected by peers.</p> <p>The Deputy Dean strives to uphold the principle of collegiality through consultation with members of faculty.</p> <p>The Deputy Dean works under the guidance of the Dean and seeks to support the Dean in his/her vision for the Faculty.</p> <p>In the portfolios and/or management activities delegated to the Deputy Dean, these are executed effectively and efficiently, with the Faculty and institutional interests in mind.</p>

<p>responsibility for certain departments, the Deputy may then be responsible for:</p> <p>6.1 Ensuring the smooth functioning of the faculty in respect of staff inter-alia: staffing appointments, new staff induction and orientation, probation, personal promotions, consideration of academic leave applications, dealing with academic staffing problems;</p> <p>6.2 Ensuring the smooth functioning of academic departments through the effective appointment of HoDs, supporting and guiding them, conducting their probation (where relevant) and/or reviews.</p>	
<p><b><i>Effective internal and external representation of the Faculty and liaison between Faculty and other stakeholders</i></b></p> <p>Within the institution, the Deputy Dean is responsible for:</p> <ol style="list-style-type: none"> <li>1. In the absence of the Dean, representing the Faculty's interests at the institutional level;</li> <li>2. Where required by the Dean, communicating to the Faculty about institutional imperatives and allocation of resources particularly where scarce resources have been allocated elsewhere;</li> <li>3. Participating in certain Committees by virtue of being Deputy Dean.</li> </ol>	<p>The Deputy Dean is able to engage effectively with others inside and outside of the institution, fostering productive relationships and promoting a positive but realistic image of the institution.</p> <p>Communication with stakeholders, internal and external, is timeous, uses appropriate media and is accurate.</p>

***DIRECT CONTACTS OF THE JOBHOLDER (INTERNAL AND EXTERNAL)***

**INTERNAL CONTACT:**

TYPE OF CONTACT	DAILY/MONTHLY ANNUAL	PURPOSE OF CONTACT
Staff within Faculty	As required	To guide and support as regards access to resources, their career at RU including opportunities and development needed for personal promotion, in dealing with staff grievances.
Students	As required	In relation to their studies within the Faculty

***JOB REQUIREMENTS***

***EDUCATION AND EXPERIENCE***

While the education and experience of the Deputy Dean is not prescriptive and the requirements may be different in different Faculties, the majority of Deputy Deans will have the following attributes:

- Usually at least a PhD
- Usually at the level of at least Senior Lecturer
- Typically at least 7 years working experience as an academic and/or researcher

The individual being considered as Deputy Dean, has a good track record in the following areas:

- Own research, preferably having led initiatives at the departmental level to improve research within the department and/or good track of supervision of post-graduates, preferably up to PhD level, with a keen understanding of the role of supervisor
- Teaching at the undergraduate and post-graduate levels, preferably having led initiatives at the departmental level to review, improve curriculum and assessment in the department
- Having explored Community engagement (CE) linkages in terms of teaching and research
- Leadership and management roles at the departmental or faculty level having led initiatives at the departmental/Faculty level to review current functioning or explore new processes or taken responsibility for large projects. These can be formal (e.g. HoD, Deputy HoD, Acting HoD, Head of research or teaching within the department) or informal roles (e.g. mentoring of young staff, research leadership roles, head of a departmental or Faculty project)
- Co-ordination and administration at the departmental or faculty level
- Involvement in University Committees including Faculty and preferably, Senate, Institutional Planning Committee with exposure to the myriad of academic student and staff processes.

### **COMPETENCIES – I.E. KNOWLEDGE, SKILLS AND ATTRIBUTES**

#### **Academic competencies:**

- Ability to conduct research including planning for research, with an understanding of the research process and what this means for academics in the Faculty
- Ability to supervise post-graduates, with an understanding of the experiences and needs of post-graduate students and therefore with a knowledge of the supervision process
- Ability to teach at the undergraduate and post-graduate level with an understanding of the requirements of curriculum development, facilitation and assessment
- Understanding of what community engagement means within the Faculty and with an ability to encourage participation by academics in CE
- Strong planning, organisational and administrative skills with the skills and resilience to cope with multiple demands and periods of high volume in terms of work and stress

#### **Leadership competencies:**

- Strong understanding of the Rhodes university context, how the institution operates, where to access information
- Unquestionable personal integrity with a keen sense of fairness
- Personal credibility and an ability to engender respect and instill confidence in people at different levels within the institution
- Ability to inspire and encourage colleagues, and a commitment to collegiality
- People skills with a consultative and inclusive style, able to build consensus and commitment to new initiatives, commitment to transparent management

#### **Personal attributes:**

- Passion to see staff, students, the Faculty and the institution developing and succeeding
- High level of personal responsibility and a strong sense of accountability
- High level of professionalism and conduct that will enhance the reputation of the University
- Personal flexibility: willing to consider alternative perspectives and ideas
- Excellent communication and interpersonal skills with an ability to relate to staff at different occupational levels as well as from different cultures and backgrounds

- Champions transformation and diversity: culturally aware and sensitive, fosters an attitude of appreciating diversity, has the ability to drive the transformation agenda (staff, students and curriculum)
- Seeks feedback, able to withstand criticism and use constructive criticism to improve

**MANAGEMENT DUTIES**

This post has may have some management responsibilities if the Deputy is delegated responsibility for certain departments. However, in this instance, the Dean shall still be required to have final oversight.

**FUNCTIONAL RESPONSIBILITIES (only if applicable)**

**PROJECT MANAGEMENT RESPONSIBILITY**

Project management is usually not a substantive element of this post. A project would be a particular initiative with a start and end date such as seeing through the erection of a new building.

**PROCESS MANAGEMENT RESPONSIBILITY (this is taking responsibility for the determination of processes rather than administration of processes)**

Process management is usually not a substantive element of this post. Processes within the Faculty relate to student issues (processes driven by Registrar); staff issues (processes drive by Human Resources); and resource issues (processes driven primarily by Finance Division and Infrastructure and Operations Division).

**COST/FINANCIAL CONTROL**

(i) Is the jobholder responsible for any aspect of cost control or for materials, stock or equipment? If yes, what is the monetary value and to what extent is the person accountable or responsible?

No

(ii) Does the jobholder have a direct responsibility for controlling operational costs or expenses? If so, what is the annual budget (ignoring direct and indirect remuneration costs)?

No

**LEVEL OF RESPONSIBILITY**

Who must authorize, review or clear decisions taken with regard to the jobholder's functions?  
Dean.

What percentage of tasks can be carried out without supervisory input and/ or control?  
80%

What critical decisions are the jobholder normally authorized and empowered to make?  
Within the policies and determined strategies of the Institution and the Faculty, the job holder may make decisions related to the execution of this post.

**PLANNING**

(i) What is the longest (macro) period that the jobholder has to plan ahead?

Three years

(ii) Typically how long are the micro phases/time periods that the macro planning is divided into?

6-12 months

**ADDITIONAL INFORMATION**

Who prepared the job profile? Director: HR

Please list all those who have been consulted in the drafting of this profile. Deans

Approved: March 2014

