Preliminary Guidance for Heads of Departments, Deans and Institute Directors relating to the staffing implications relating to the establishment of University Research Institutes (following on from Senate 4th November 2015)

As a result of Senate’s formal approval of the Institutes, these guidelines have been produced to define a way of working designed to facilitate further interdisciplinary working across Departmental and Faculty boundaries, and the University is keen to ensure that management boundaries are not an inhibitor to effective collaboration.

The guiding principles within this document encourage a collegiate ‘matrix approach’ to line management and ensure, where academic staff are extensively engaged in Institutes, they have a well-defined line manager that takes the lead on HR and related processes. In addition, it allows for the contribution of a second person with a strong association with the individual academic member of staff. This ensures that both the Institute and the Department have some involvement with the balance of the input reflecting the balance of activities between the Department and the Institute and ensures that the member of staff involved derives benefit from the partnership.

These guiding principles rely on effective communication and coordination from the outset, as well as good will between the Institute and Department, building on the collegiate strengths already in existence at Lancaster.

Institute co-Directors for Data Science Institute and Institute for Social Futures

- Line management will continue with their existing line manager (usually their Head of Department)
- Dual reporting line to the PVC (Research) who will act as line manager with respect to Institute activities.

The PVC (Research) will provide input to the HoD and/or Dean to inform HR processes (for example, PDR - providing written input into cases for pay progression or for promotion or professorial pay progression)

Director of Material Science Institute (with effect 1st August 2016)

- Line management will be provided by the PCV (Research)
- Dual reporting line to the Head of Department who will act as line manager with respect to departmental activities.

The HoD will provide input to the PVC (Research) to inform HR processes (for example, PDR - providing written input into cases for pay progression or for promotion or professorial pay progression)

Other leadership roles within Institutes (e.g. Associate Directors)

- Line management by their existing line manager (usually their Head of Department).
- Institute co-Director or Director will provide input into PDR, promotion, probation and pay progression, via discussion with the relevant Head of Department and/or Dean as appropriate.
Other academic staff involved in the Institutes

This group refers to those who are not part of the leadership teams of the Institutes but who are active contributors to the Institutes

- Line management will continue with their existing line management arrangements
- Institute co-Directors/Directors may provide some input, by request of the HoDs, into HR processes for these staff in probation, promotion or PDR as appropriate. Over time, these processes will be led primarily by the Department as normal, though Heads of Department are encouraged to consult with the Institute Director/co-Director for some input.

Future substantive academic appointments to the Institutes (e.g. 50th Anniversary Lecturerships, Fellowship appointments etc.)

- Line management by Institute co-Directors/Directors and the co-Director/Director
- Institute co-Directors/Directors and the co-Director/Director will take the lead on probation, promotion and PDR as line manager, but in consultation with the appropriate Head of Department.
- Institute Directors and co-Directors have the responsibility to provide periodic updates to Heads of Department on the contribution being made by the respective member of Academic Staff.

Departmental web pages, PURE profiles and email listings

It is strongly encouraged that academic staff appear on departmental web pages and have PURE profiles set up.

The presence on a departmental web page and the individual’s PURE profile is determined by the department they are assigned to in the CORE Management system (only ONE department can be selected). This is also the case for inclusion on group emails which are managed by ISS.

This becomes challenging for academic staff with multiple affiliations with other departments/institutes/faculties and require presence on more than one web page or inclusion in additional email listings.

If there is a need for someone to show on a web site that they are not officially contracted to, they need to create an affiliation to that department through PURE. If support is required to do this, please contact the PURE support desk.

If the individual wishes to be added to an email listing they are not automatically associated with, please contact the ISS Service Desk. Approval to add the individual to the emailing list will then be sought by ISS Service Desk to the owner of the email listing.

As the Research Institutes grow and mature, the guidance will be reviewed and updated as appropriate along with case studies developed. Any feedback or exemplars of practice would be gratefully received.

If anyone has any queries relating to this, please do make contact with the HR Team. The lead HR Partner for the University Research Institutes is Jayne May (j.may1@lancaster.ac.uk)