

Rules and instructions concerning the recruitment of heads of department

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**Karolinska
Institutet**



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The head of department's assignment

The dean is the heads of departments' manager. A department's activities are led by a head of department. The head of department reports to the dean. The head of department shall take part in and implement the management group's decisions. The head of department is to take responsibility for ensuring that KI's regulatory frameworks are complied with and is responsible for the management, organisation, development and following up of the department's activities.

The head of department decides on matters relating to the department within the framework of the financial resources at the department's disposal and leads the department's scientific activities. The head of department's assignment is to focus on the strategic management of the department's core activities. In addition, to create stimulating and competitive environments for research and education that can attract prominent teachers and administrative technical staff. The head of department has a duty to collaborate with other heads of department both within the department group and with other heads of department at KI.

What is additionally included in the head of department's duties can be found in the current decision making procedure and delegation of authority.

Competence requirements for the head of department candidate

The head of department candidate shall meet the following requirements:

- Scientific and pedagogical competence to develop the department
- Strongly established in the scientific community and networks in academia
- Ability and motivation to be the leader of a department based on its distinctive character
- Have visions for the future development of the department
- Ability to set goals and implement decisions and changes
- Good communication skills that engender motivation and commitment
- Ability to create a creative and healthy environment with delegated responsibilities
- Ability and motivation to collaborate successfully with internal and external partners and stakeholders
- Develop innovation within the department and the university as a whole
- Develop a dynamic foundation for ethics and quality within the department and the university as a whole
- Ability to lead research-intensive academic activities at an authority
- Manage a complex organisation with different operating cultures and conflicting requirement profiles
- In other respects satisfy the criteria stated in "Riktlinjer för ledarskap vid KI" [Guidelines for leadership at KI]
https://internwebben.ki.se/sites/default/files/riktlinjer_ledarskap3.pdf.

The appointment as head of department is an assignment and not to be equated with employment. The assignment thus assumes that the holder is employed at KI.

Recruitment process for new appointment

The dean coordinates the work of recruiting heads of department and proposes candidates for the president to decide on. No later than nine months before the expiry of the current period for the head of department assignment the dean holds discussions with the current head of department on how the assignment has been conducted and whether the appointment is to be extended or not. In the case of an extension, the president takes this decision after the dean has consulted the department council through the chief administrative officer. Otherwise, a new head of department is recruited as follows. The process is complete and is to be carried out as described without divergence.

1. The dean designates a chairperson tasked with proposing head of department candidates.
2. In consultation with the department council, the chairperson forms a recruitment group and appoints representatives of the department and possibly also representatives from other parts of KI. The recruitment group shall at most consist of five members, of whom the department's head of administration is a representative and its secretary. The dean is co-opted to the recruitment group. Where the chairperson deems it appropriate, a representative from the health and medical services' commissioner may also be co-opted to the recruitment group. The recruitment group prepares a requirement profile based on the department's current needs and competence requirements according to the above-stated. The dean is to be consulted concerning the preparation of the requirement profile.
4. The head of administration ensures that the process of consultations with the department's trade union representatives and student representatives from the department's education committee take place before the requirement profile is adopted and thereafter at appropriate times during the course of the process.
5. The recruitment group identifies and approaches suitable interested candidates and conducts interviews with the candidates. At the interview, among other things any demands that a candidate may have concerning resources in addition to KI's regulatory frameworks shall also be taken up. The recruitment group should if possible find at least two candidates for the assignment as head of department. Both genders should be represented if possible.
6. The recruitment group arranges a hearing for the department's staff, to which the dean, the HR Director, trade union representatives and student representatives from the department's education committee are to be invited.
7. At a meeting with the dean the chairperson submits a report containing the recruitment group's proposals. The report shall contain the recruitment group's requirement profile, a report on the recruitment process, an opinion from the

recruitment group, and comments from the trade unions. The department's financial prerequisites for the assignment shall also be reported at this meeting.

8. Individual assessments are made of the characters and competence profiles of the final candidates selected by the dean with the support of the HR Office. The dean and the HR Office's representative are informed of the results. The character assessment later constitutes the basis for the head of department's induction.

9. The dean interviews one or more of the candidates together with a representative from the HR Office.

10. The HR Office collaborates with the central trade union organisations. The head of administration is responsible for ensuring that consultations are held as appropriate with the health and medical care commissioner (head of theme or equivalent).

11. The president appoints a new head of department. The decision is preceded by adoption of financial prerequisites for the assignment.

Period of appointment

The period of a first appointment as head of department is five years. The appointment can subsequently be extended for three-year periods. The president may decide that the assignment is to be terminated before the end of the period.

Induction and training

The HR Office is responsible for coordination of the newly appointed head of department's induction, primarily concerning the following areas:

- HR
- Finance and purchasing
- Legal
- Research, education and post-graduate studies
- Media training

A new head of department is as soon as possible to undergo induction and/or training in the above-stated areas. Competence development may also be necessary in other areas to provide greater knowledge of regulatory frameworks governing the university and what support is offered by the joint administration. The respective heads of section within the university's administration are responsible for ensuring that these items are carried out.

The HR Office provides support in leadership development such as identifying the need for leadership training and onboarding with personal and strategic counselling in leadership matters.

The HR Office holds departure dialogues with retiring heads of department.

Quality assurance and evaluation

The recruitment process is evaluated and feedback provided to the dean as necessary.