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## Standard Operating Procedures for Head of Department

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## 1. Definitions and Abbreviations

Academic Head of Department (HoD)	The HoD is the strategic head, responsible for the overall running of a department which includes administration of academic activities, research, and clinical services.
Clinical Head of Department or Unit (HCD/HCU)	The Clinical Head of a Department/Unit is responsible for academic training and clinical services of the peripheral hospital.
Academic Promotion	This is promotion at the University of Pretoria for the academic advancement of staff. See UP policy for promotions.
Block Chairs	The person responsible for an undergraduate training programme at UP, SoM.
CEO	Chief Executive Officer
CME	Continuing Medical Education
CMSA	Colleges of Medicine of South Africa
Committees	A group of people appointed for a specific function by a larger group and typically consisting of members of that group.
GDOH	Gauteng Department of Health
Joint Appointment	Appointed by 2 different entities e.g. UP and Gauteng Health
MPS	Medical Protection Society South Africa
NHLS	National Health Laboratory Service
Peripheral Hospital	The health facilities in the University of Pretoria academic circuit. Include: Steve Biko Academic Hospital, Kalafong Provincial Tertiary Hospital, Mamelodi Hospital, Tembisa Provincial Tertiary Hospital, Tshwane District Hospital, Pretoria West Hospital, Weskoppies Psychiatric Hospital, Witbank Hospital
Primary Employer	The party paying the salary
RWOPS	Remunerative Work Outside the Public Service
Satellite Hospital	See peripheral hospital
Supernumerary	An academic appointment with outside funding or no remuneration
UP	University of Pretoria
Wellbeing	The state of being comfortable, healthy or happy

Wellness	A condition obtained when a person achieves a level of health that minimizes the chances of becoming ill. Wellness is achieved by a combination of emotional, environmental, mental, physical, social, and spiritual health.
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## **2. Purpose/Preamble**

The purpose of this document is to formally list the aims and responsibilities of the HoD. There may be differences in priority and degree depending on departmental size and function.

## **3. Scope**

The document is applicable to Academic Heads of Departments and Heads of Clinical Units/Departments.

## **4. Roles and relationship**

Relationship between Academic Head of Department and the Head of Clinical Unit at a satellite or peripheral hospital:

- The Academic Head of Department is responsible and accountable for the overall running of the academic programme and strategic planning and management of a clinical department with regular discussion/collaboration with the clinical head(s) at the various satellite hospital(s).
- Academic meetings are held weekly and should ensure that departmental cluster meetings are held regularly - recommendation to also have meetings during the rotation of registrars (3/6monthly).
- The HoD and HCU should manage the relationship with the health facility management (CEO and executive management).

## **5. Procedures**

### **5.1. Undergraduate Responsibilities**

The HoD in collaboration with the HCU(s) should

- in consultation with the block chairs, have an overall responsibility for the teaching and learning programme;
- in collaboration with faculty communications and marketing, ensure visibility by marketing the departments on websites and related platforms;
- ensure overall quality control of teaching and learning programmes, curriculum and assessments and evaluations;
- ensure teaching and learning in line with UP strategy and international trends;
- familiarise themselves with guidelines and regulations for undergraduate programmes;
- ensure good partnerships with peripheral hospital/facilities to enable student training and
- liaise with the undergraduate committee and block chairs at the end of each block.

It is recommended to review the block chair appointment every four years, with a view to opening an equal opportunity system. This should not coincide with the appointment of school chairs to minimise disruption.

### **5.2. Postgraduate Responsibilities**

The HoD in collaboration with the HCU/HCD should

- have an overall oversight of the teaching and learning programmes and research development;

- have a registrar group representative overseen by a senior member of the academic staff;
- establish a postgraduate committee (responsible for the academic programme) with representation from all the satellite hospitals. The registrars (through their representative) should be able to make requests for academic topics in the program;
- ensure registrar involvement in the running of the clinical and academic programme of the development. This will assist in the development of leadership skills.
- ensure that a registrar roster is in place; the HCU is responsible for ensuring efficient and effective service delivery;
- ensure equitable rotation of registrars through the academic circuit. The rotation planning meeting should have representation from each of the peripheral training hospitals.
- GDOH (Gauteng Department of Health) requires that registrar numbers remain unchanged during rotations. If there are academic programme challenges, there should be a discussion and documented agreement between the academic and clinical head.
- Joint appointment registrars – the HoD should be included in all registrar appointment selection meetings. Registrar appointments at all academic clusters are to be done jointly with HR, HOD and HCUs of all hospitals. Interviews for registrar posts (at all training hospitals) should be conducted at one meeting on the same day.
- have a progress monitoring mechanism for MMeds (recommend twice a year);
  - o ensure research is on track (continuous follow up by the postgraduate committee or a delegated senior member of staff) and
  - o ensure academic progress is on track.

### **5.3. Supernumeraries**

*(Refer to Supernumerary Document)*

- HoDs and HCU/HCDs should ensure that processes are in place to appoint supernumeraries.
- Supernumeraries should be appointed against an available post. When a post is not available, the supernumerary should be appointed at the facility where the funds have been raised in collaboration with the HoD.
- HoDs and HCU/HCDs should ensure rotation at all peripheral hospitals for appropriate and adequate exposure to the clinical and academic programme.

### **5.4. Staff Development**

The HoD and/or in collaboration with the HCU/HCDs (where applicable) should

- attend induction sessions offered by UP and primary employer;
- familiarise themselves with development opportunities at UP and the primary employer;
- create an enabling and equitable environment (e.g. research day, continuous professional development, sabbatical/study time) for staff development which will ensure that staff meet criteria for academic promotions;

- encourage staff to attend teaching and learning development sessions offered by the UP;
- encourage staff to acquire post graduate skills and qualifications;
- ensure an equitable distribution between service, academic, research and outreach responsibilities and
- ensure that staff are well represented on UP and primary employer committees.

### **5.5. Staff and Student Wellness and Wellbeing**

The HoD in collaboration with the HCU/HCDs should

- set the tone for wellness and wellbeing in the department;
- familiarise themselves with the resources available for employee wellness programmes of UP and primary employer and regularly encourage staff to participate;
- ensure that there are adequate resources for staff to perform their duties by liaising with UP and hospital management;
- ensure that the environment is conducive to teaching and learning for the wellbeing of staff and students.
- ensure that block chairs/academic staff are responsible for student wellbeing during rotations.
- in collaboration with block chairs and academic staff, ensure that all staff (academic, professional) are aware of referral pathways for students in need of support (e.g. health, funding, etc);
- familiarise themselves and ensure that staff implement the school/faculty policy on student wellbeing;
- be proactive in seeking support through coaching or mentorship programmes offered by the faculty/UP depending on what is available and
- diffuse any toxic-micro aggressive behaviour in the department.

### **5.6. Human Resources**

The HoD in collaboration with the HCU should

- ensure that performance evaluation is managed and complies with the UP and/or Primary Employer requirements;
- ensure that RWOPS is conducted in accordance with the regulations prescribed in the primary employers' guidelines and procedures;
- familiarise themselves with the leave policy of the primary employer (special leave, bereavement, study/sabbatical, etc), and ensure that leave taken doesn't leave gaps in service delivery. Have a delegation system to ensure that duties are not neglected.
- develop plans to ensure equitable leave across the department;
- ensure that they familiarise themselves with and implement HR policies and disciplinary actions/consequence management of the UP and/or primary employer depending on the nature of the matter and
- take part in all professional and academic (including registrars) interviews in the department.
- Registrars – see Postgraduate.

### **5.7. Responsibility to UP and Primary Employer**

*(NHLS, GDoH, etc)*

Determined by the Memorandum of Understanding.

### **5.8. Department Expenditure**

- The HoD and HCU/HCDs should be familiar and adhere to the UP (see UP Staff Portal) and Primary Employer Finance Policies.
- A person or committee should be appointed to manage and present the departmental finances.
- Finances should be transparent and should be presented to the department annually.

### **5.9. Departmental Infrastructure Management**

The HoD and HCU/HCDs should ensure that spaces are adequately and appropriately used and developed for conducive teaching and learning and wellness and wellbeing of the staff and students. Occupational health and safety regulations should be adhered to.

### **5.10. Community Engagement**

The HoD in collaboration with the HCU/HCDs should

- encourage and, where appropriate, ensure local, national and international collaboration and community engagement (other universities for external examinations and related partnerships, CMSA, societies, outreach, public private partnerships, etc);
- develop CME activities for local practitioners.

### **5.11. General Responsibility**

5.11.1 The HoD should ensure UP and primary employer communication is relayed to all staff.

5.11.2 It is recommended that the HoD should establish the following committees within the department with the committees meeting at least once monthly taking minutes and recording resolutions to feedback to the HoD. There should be representation from all the satellite hospitals.

- Undergraduate
- Postgraduate
- Research
- Research Resources/Finance (e.g. Conference travel)

## **6. Associated Documents**

- University of Pretoria Finance Policies and Procedures  
*Refer to the UP Staff Portal*
- University of Pretoria Human Resources Policies and Procedures  
*Refer to the UP Staff Portal*
- Gauteng Department of Health Human Resources Policies and Procedures
- Gauteng Department of Health Finance Policies and Procedures
- Role/Function of Joint Appointees
- Research/Postgraduate Development

- Supernumeraries  
Supernumeraries need to ensure that they are covered for medicolegal litigations, as this is not necessarily covered by the state as required by MPS.
- Standard Operating Procedures for General Academic Staff

## 7. Disclaimer

- Owing to differences in Departmental staffing, finances, workloads and other defined situations it may not always be possible for HODs to fulfil all criteria of The Standard Operating Procedures for Head of Department. In such cases the problem should be referred to the Chair of the School of Medicine for resolution.

## 8. Procedure life cycle

This document will be reviewed annually (once a year).

## 9. Document Metadata

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