Organizational structure at the Department of Political Science and Public Management

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| **Lyset er tændt med massiv udfyldning****Motivation and vision**  |

The organizational structure at the Department of Political Science and Public Management is the platform which enables the department to act according to our Strategy 2022-2026 and perform within our three core activity fields: research, teaching and societal relevance. The decision to organize the department in a number of research sections builds on two prime arguments:

*First*, it is the ambition to create and maintain an attentive management. As of January 2022, we have more than 130 employees and the Head of Department cannot perform attentive management for all. Thus, mid-level managers are needed. If the department is to continue its positive development, it requires a close day-to-day management and leadership with respect for and understanding of individual strengths, challenges, and differences as well as the readiness and time to guide each individual employee.

*Second*, a group of mid-level managers renders it possible to create a well-functioning management team around the Head of Department. The management group ensures, on the one hand, daily coordination and cohesion across the department, and on the other hand, prepares the department to meet long-term and strategic challenges. For the management team to function as intended, it is crucial that its members have a confidential and trusting relationship with respect for professional differences. Each Head of Section is expected to not only cater the interests of their own section but to an equal extent the interests of the department as a whole.

The management group has a great responsibility to ensure that decisions are not restricted by unconscious biases and actively strengthen gender equality at the department in their work.

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| **The Research Sections** |

Currently the Department of Political Science and Public Management is organised into the following three sections:

* Public Administration, Welfare and Politics
* International and Regional Politics
* Journalism

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| **Del med massiv udfyldning****Principles for delegating management authority to the Head of Sections** |

The following pages include a description of how the Head of Department delegates management authority to the Head of Sections along five dimensions as well as a short presentation of the principles for the work of the management team.

The Heads of Sections’ management responsibilities can be described along the following dimensions:

1. Professional development
2. Staff responsibilities
3. Distribution of teaching and administrative duties
4. Allocation of financial means
5. Communication

Professional development

It should be a key priority for the Head of Section to develop the academic potential of employees in the section. It is, therefore, the responsibility of the Section Head to regularly initiate activities that supports the professional development in the section. This can, for example, be in the form of research seminars, interdisciplinary projects and paper presentations, but it can also include workshops on teaching development and/or research dissemination. It is highly encouraged that the section’s senior members, in particular professors, are actively involved in the planning of these activities.

The Head of Section is, furthermore, responsible for the coordination of the group members’ applications for external funds. In this regard, she/he should work for the best possible utilization of obvious opportunities for external funding. In addition to this, the Section Head should continuously work to strengthen review processes as well as to include early career scholars in the section’s applications for external funding.

To ensure a link between individual ambitions and the overall coherence and strategic course of the research group, the Section Head should regularly include the group in a dialogue about the section strategy and expectations for teaching and publication activities. However, it is important to stress that the Head of Section *cannot* decide which research agenda or theme individual members should pursue nor can the Section Head impose on group members to aim for specific research formats (languages, articles vs books, etc.), methods or outlets (e.g. certain journals or publishers). On the whole, the role of the manager should be performed in consideration of the research pluralism that characterizes the Department of Political Science and Public Management.

With the consent of the Head of Department, the Section Head can permanently delegate tasks related to professional development to a senior research manager if this is beneficial for the section.

Staff responsibilities

To explore and support individual career opportunities and ambitions as well as a good work-life balance, the Section Head is expected to conduct Employee Development Dialogue (EDD/MUS) at least once a year with all members of the section. The Head of Department will participate in the EDD if requested by the Head of Section or a section member[[1]](#footnote-1).

The Section Head is also responsible for the day-to-day human resource management in the section, and should keep an eye on section members workloads and social integration in order to be able to identify indications of stress and the employee’s contribution to the social and professional environment at the department. In addition to this, the Section Head has a special responsibility to ensure that new members of the section and early career scholars is included in the section professionally as well as socially[[2]](#footnote-2).

It is a shared responsibility between Head of Section and Head of Department that there is a recruitment plan for the section and that this feeds into a continuous pipeline.

On the basis of the management team’s criteria for allowances, the Section Head submits a prioritized list of recommended members for the Head of Department. Based on the Head of Sections’ prioritized lists and discussions in the management team, the Head of Department submits a prioritized list to the Dean. The discussion in the management team ensures transparency and consistency across the sections[[3]](#footnote-3).

The Section Heads do not have independent management responsibilities with their own power of disposal – they act on behalf of the Head of Department.

Distribution of teaching and administrative duties

It is the responsibility of the Section Head to distribute the teaching and administrative duties of the group fairly and transparent among the section members. The distribution of teaching and administrative duties must be agreed to by the Head of Department and/or the Vice Head of Department. The distribution of duties among members is based on the principles in the norm system[[4]](#footnote-4), individual professional abilities, and to the extent possible individual wishes. The Head of Section ensures that no one generates a significant deficit or surplus in the norm bank. The secretariat supports the overall long-term planning of teaching activities.

With the consent of the Head of Department, the Head of Section can delegate the daily coordination but not the responsibility of teaching activities to a senior member of the group.

Allocation of financial means

The Head of Section is responsible for the section’s budget. The budget covers travel expenses and conference fees, but is also used for e.g. empirical data collection, seminars, guests, purchases of books, special equipment, subscriptions to journals/newspapers/magazines and arranging conferences at SDU. The Head of Section ensures transparency and consistency in the use of financial means.[[5]](#footnote-5)

The section’s budget is calculated based on the number of its members. If the section does not use the entire annual budget, 30 percent of the remaining funds can be transferred to next year’s budget. Exemptions can be made at the annual budget meeting.

Communication

It is the responsibility of the Head of Section to communicate relevant management information from the department and SDU to the section if this information is not communicated to the section’s members through other channels.

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| **Møde med massiv udfyldning****Principles for the management team** |

The Head of Department appoints the Head of Sections, and all Section Heads are born members of the management team, which also includes the Vice Head of Department and the Head of the Secretariat.

It is of vital importance for the work in the management team that each Section Head balances the interests of their own group with the overall interests of the department. The Head of Sections are, thus, both the section’s representative in the management team and the department’s representative in the section.

The management team is included in all larger/strategic considerations and decisions about, for example, department strategy, revising the norm system, development of research indicators, prioritizing new employments as well as the development of the department’s study programmes. In the case of disagreement, the Head of Department takes the final decision.

The members of the management team must be able to handle confidential information. Furthermore, the Section Heads are expected to loyally support the decisions of the management team – even when the individual Section Head does not agree with the decision.

For the work as Head of Section and membership of the management team, the Head of Section receives 300 norm hours per semester. All teaching and supervision conducted must still be registered in the norm system.

The Section Heads are active academic staff with obligations and rights regulated by the job structure. Therefore, this is not a traditional management position, but the Head of Sections are delegated authority to act on behalf of the Head of Department. The lines of reporting still belong to the Head of Department.

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| Sejlbåd med massiv udfyldning**Onboarding management personnel** |

When a new Section Head is appointed, the Head of Department will prepare a tailored onboarding plan. The onboarding plan will include an exchange of experience with one or more persons with relevant management experience as well as an introduction to the work of the management group.

1. You can find more material relevant for the EDD [here](https://syddanskuni.sharepoint.com.mcas.ms/Sites/statskundskab/ledelsesgruppe/MUS/Forms/AllItems.aspx) (only accessible for Head of Sections). [↑](#footnote-ref-1)
2. You can find our onboarding policy [here](https://sdunet.dk/da/enheder/institutter/is/medarbejderhaandbog/strategi-og-politikker), which details who is responsible for what in the process. [↑](#footnote-ref-2)
3. Note that all employees can apply for allowances through the local union representative. [↑](#footnote-ref-3)
4. Relevant information about the norm system can be found [here](https://syddanskuni.sharepoint.com.mcas.ms/Sites/statskundskab/Norms/Forms/AllItems.aspx). [↑](#footnote-ref-4)
5. The model for financial management at the department can be found [here](https://syddanskuni.sharepoint.com/%3Aw%3A/r/Sites/statskundskab/ledelsesgruppe/konomi/%C3%98konomistyringsmodel/G%C3%A6ldende%20%C3%98konomistyringsmodel%202022.docx?d=w8a961c3232d849d7a8ee4a7188b531ce&csf=1&web=1&e=tzYmSk) (only accessible for Head of Sections). [↑](#footnote-ref-5)