

Academic Leadership Roles and Allowances Policy

Note: This policy applies to new Academic Leadership arrangements with effect from 1 August 2024. Staff already in receipt of a leadership allowance will continue to receive the **Academic Leadership supplement** outlined in their appointment letter.

Summary

The Academic Leadership Roles and Allowances policy outlines selection, pay, and support for academic leadership positions, ensuring fair recruitment, leadership development, and structured secondment with defined allowances and step-down arrangements.

Control information:	Control detail:
Owner	Chief People Officer, Human Resources
Author	Associate Director of People, Human Resources
Sponsor	Chief People Officer, Human Resources
Consulted	Joint Consultative Negotiating Committee, Academic Leadership Board
Approved by	University Executive Board
Responsible area	Human Resources
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1. Updates to this policy

- 1.1. A defined three-level structure for academic leadership roles has been introduced, clarifying which roles fall into each category.
- 1.2. Other updates include the clarification of conditions for step-down benefits, and simplified arrangements for staff whose grade is below that of the leadership role.
- 1.3. This policy has been updated to align to the new University of Bristol policy management framework.

2. Introduction

- 2.1. This policy sets out the framework for selection and reward for academic leadership roles.
- 2.2. The university recognises that these roles are vitally important in their contribution to the continued success of the University and the delivery of its strategy.

3. Scope

- 3.1. This policy is applicable to staff in academic leadership roles as defined here and replaces the previous Academic Leadership supplements policy and arrangements:

Thematic roles/Faculty roles in scope

- Heads of School (standard 4 year term)
- Associate Pro Vice Chancellors (APVCs) (standard 3 year term)
- Faculty Academic Director roles (standard 3 year term)
- Thematic Academic Director roles (standard 3 year term)
- University Research Institute Directors (standard 3 year term)
- Other identified/agreed roles emerging from US2030

Roles not in scope of this policy include:

- Pro Vice Chancellors (PVCs)
- Deans

- Associate Deans

4. Definitions

- 4.1. **Grade M:** A specific academic pay grade at the University, typically associated with Associate Professor or Professor level roles.
- 4.2. **Leadership allowance:** An additional payment made to academic staff undertaking leadership roles, recognising extra responsibilities beyond their substantive role.
- 4.3. **Secondment:** A temporary assignment of a staff member to a new role.
- 4.4. **Step-down arrangements:** Agreed processes and potential benefits for staff returning to their substantive role after completing a leadership term.
- 4.5. **University of Bristol Job Evaluation Scheme (UBJES):** A formal process used to assess the responsibilities and requirements of a role to determine its appropriate pay grade.

5. Responsibilities

- 5.1. **Academic Leadership role-holders:** Responsible for strategic leadership, contributing to the University's success and delivering its strategy.
- 5.2. **Eligible academic staff:** May apply for leadership roles, are expected to balance leadership duties with their substantive academic responsibilities.
- 5.3. **Deputy Vice Chancellor and Chief People Officer:** Approve new leadership roles, determine allowance eligibility, confirm tenure, and oversee step-down arrangements.
- 5.4. **HR Reward Team:** Ensure consistency in applying leadership allowances and support job evaluation through the UBJES process.
- 5.5. **Faculties and Schools:** Manage secondment cover, reimbursements, and may offer sabbaticals or step-down support at their discretion.

6. Thematic/Faculty Academic Leadership job descriptions

- 6.1. Generic role descriptions should be used for all Academic Leadership roles covered by this policy.

7. Approval for additional roles

- 7.1. It is not anticipated that new academic leadership roles (Thematic or Faculty) will need to be created within a Faculty structure but if a requirement is identified, roles must be approved by the Deputy Vice Chancellor (DVC) and Chief People Officer (CPO) in the first instance. In addition to securing approval for the role, the DVC and CPO will also confirm:
- a. Whether a leadership allowance is payable and at what rate
 - b. Length of tenure for any new role
 - c. Step-down arrangements
- 7.2. The HR (Human Resources) Reward team will ensure consistency in the application of leadership allowances.

8. Job evaluation and Academic Leadership role framework

Role Principles

- 8.1. Academic leadership roles will be based on generic job descriptions, which will be evaluated using the UBJES (University of Bristol Job Evaluation Scheme) process with the expectation that roles at the same or similar level will be graded consistently.

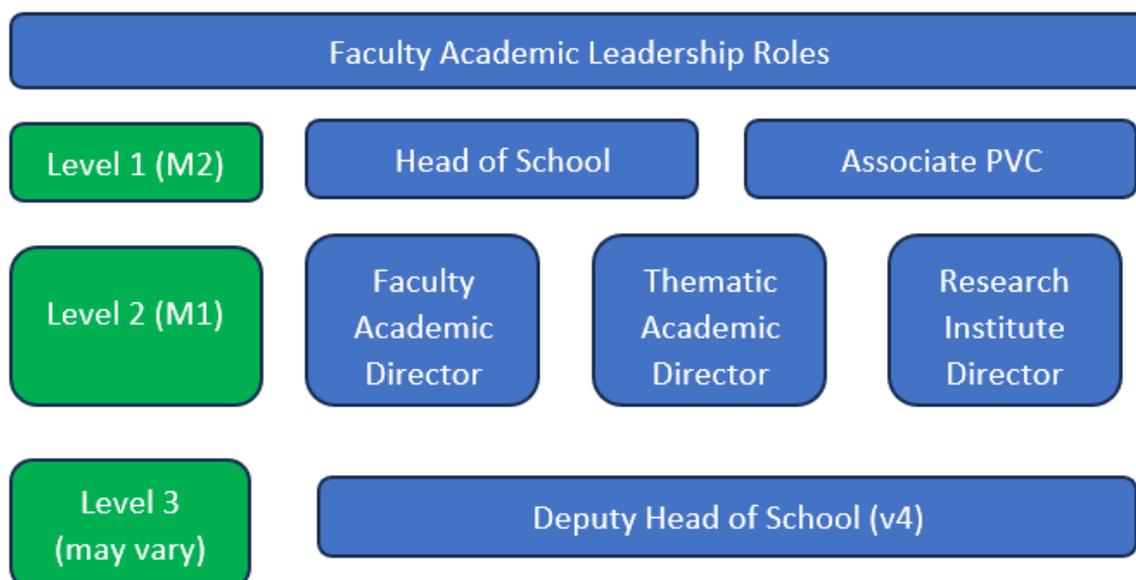


Figure 1: Faculty Academic Leadership Roles

8.2. Three levels of Faculty Academic Leadership Roles exist:

- Level 1 (grade M2): At this level are Heads of School and Associate PVCs.
- Level 2 (grade M1): At this level are Faculty Academic Directors, Thematic Academic Directors and Research Institute Directors.
- Level 3: At this level currently are Deputy Heads of School as described in (v4) of the Deputy Heads of School Structures framework. This may vary over time if new roles are developed/agreed.

8.3. In addition to the generic job descriptions used for evaluation, there will be role specifications used for recruitment purposes which set out the specific deliverables for the role. Where a new role does not match to an existing generic role, a new Job Description will need to be created and submitted to the appropriate UBJES panel.

9. Recruitment and selection principles & process

9.1. Selection and recruitment to academic leadership roles should be based on the principles of transparency and fairness.

- 9.2. Head of School roles are normally offered at 0.8 full-time equivalent (FTE) and job share applications are welcome.
- 9.3. Associate PVC roles will normally be offered at 0.5 FTE across roles both in the Faculty and in Strategic Themes. Consideration should be given to options for flexible working arrangements. This approach reflects the strategic nature of the role where FTE should not be based on any volume or role intensity measures. Exceptions to this approach will be rare and need approval of the DVC and HR.
- 9.4. Applicants for these roles at level 1 should already be recognised at Professor or Associate Professor level (Grade M).
- 9.5. Roles at level 2 will usually be offered at 0.5 FTE. However where a clear requirement for additional FTE is identified based on volume and intensity of activity, it should be assumed that the additional required FTE will be offered to a second role holder. This will support all staff to balance taking on academic leadership roles with continuing to fulfil their substantive role and support their career development and progression.
- 9.6. Applicants for roles at level 2 will be welcomed from Senior Lecturers/Senior Research Fellows as well as Associate Professors or Professors.
- 9.7. An academic member of staff will only be appointed concurrently to more than one leadership role by exception and with approval from the DVC.

10. Academic Leadership allowance and impact on pay

- 10.1. The general principles for pay related to academic leadership roles are that staff whose substantive role is currently below the evaluated grade for the leadership role will be paid at the grade of the leadership role. Staff whose substantive role and/or salary is higher than the evaluated role will have their salary level maintained during their term in role and will attract appropriate leadership allowance in addition.
- 10.2. In circumstances where RR1 and RR2 payments¹ exist, these will need to be reviewed and adjusted or replaced by the appropriate academic leadership

¹ Recruitment and retention payments (Type 1 and 2)

allowance. However it is not intended for any member of staff taking on an academic leadership role to suffer detriment to their pay. Detailed terms regarding pay on demitting an academic leadership role will be provided alongside appointment terms.

Level 1 & Level 2 roles

- 10.3. A Level 1 Academic Leadership Allowance is given in recognition of the additional responsibility and duties for undertaking such roles. It is paid to staff undertaking fractional, temporary or longer term academic leadership roles as a secondment alongside their substantive role which will continue at a reduced FTE.
- 10.4. The salary paid to a role-holder will be based on the evaluated grade of the role for the advertised FTE. Consideration to which salary in the grade range will be used will depend on the grade of the individual's substantive role as detailed in sections 10.6-10.8.
- 10.5. The allowance amount payable is irrespective of the substantive grade or the grade of the evaluated academic leadership role noting the eligibility requirements of applicants at each level as described in [Recruitment and selection principles and process](#) (section 9).
- 10.6. For an academic whose current grade is lower than that of the academic leadership role:**
 - a. They will receive a leadership allowance.
 - b. They will be paid the salary rate applicable to the academic leadership role for the time spent on this role. The salary point will normally be at the bottom of the range for the grade.
 - c. They will continue to be paid at their substantive grade salary for the residual FTE.
 - d. Additional reward allowances will be reviewed and adjusted if appropriate.
- 10.7. For an academic whose current grade is equal to that of the leadership role:**
 - a. They will receive the relevant leadership allowance.

- b. As the academic leadership role will be the same grade as their substantive role, their current salary and point on the grade will be maintained in both roles.
- c. Additional reward allowances will be reviewed and adjusted if appropriate.

10.8. For an academic whose current grade is higher than that of the leadership role:

- a. They will receive the relevant leadership allowance.
 - b. They will continue to be paid at their substantive grade salary for both roles but additional reward allowances will be reviewed and adjusted if appropriate.
- 10.9. Throughout their term of office the academic member of staff may continue to receive any pay incremental progression related to their substantive role and may apply for promotion or Grade M increments as appropriate.
- 10.10. The academic leadership allowance is not subject to incremental pay progression or pay awards but will be reviewed periodically.

Level 3 roles

- 10.11. Most Level 3 roles will not attract a leadership allowance however a Deputy Head of School role meeting the requirements of option 4 in the School Academic Leadership Framework will attract a leadership allowance.

Allowance value

- 10.12. The relevant allowance will be paid to a role-holder on top of the salary for the leadership role. The value of this will be:
- a. Level 1 roles - £3,250 per 0.2 FTE
 - b. Level 2 roles - £1,625 per 0.2 FTE
 - c. Level 3 (option iv) roles - £1,625 per 0.2 FTE
- 10.13. The value of the leadership allowance will be reviewed every two years with effect from 1 August 2024.

11. Cover arrangements

- 11.1. Faculty Academic leadership roles will normally be set up as a secondment position, with the Faculty reimbursing the School with a budget that will be available for secondment cover arrangements as they deem appropriate. Cover arrangements do not need to be like for like replacements and the available budget can be used to meet the cost of covering work in an alternative way.
- 11.2. Where Academic staff are appointed to a Thematic APVC or Academic Director role, it will be set up as a secondment position aligned to the relevant Division and the Faculty or School will be reimbursed for cover arrangements.
- 11.3. Faculty or School reimbursement values will be determined by the secondment FTE as follows:
 - a. £24,000 pa for 0.4 FTE secondment
 - b. £30,000 pa for 0.5 FTE secondment
- 11.4. These amounts will also be reviewed every two years with effect from 1 August 2024.
- 11.5. There will be no budget reimbursement for secondments of less than 0.4 FTE and this should be managed through workload allocation. If any one school is managing the release of multiple academic staff to academic leadership roles at any one time, the overall financial reimbursement package could be negotiated to reflect the impact of this on School capacity if required.

12. Induction, training and development

- 12.1. All staff appointed to an academic leadership role should receive a local induction plan agreed with the line manager.
- 12.2. All staff appointed to academic leadership roles should be given the opportunity to undertake appropriate leadership development to help them thrive in these strategically important roles.
- 12.3. All academic leaders should undertake appropriate leadership development within the first year of starting the role, particularly where they are taking on such a role

for the first time. The nature of the development intervention will depend on the role-holder's previous experience and will be tailored accordingly.

13. Career and promotion

- 13.1. The Academic Promotions Framework is used to recognise leadership contributions and is one of the core requirements for academic promotion/movement throughout an academic career. The arrangements laid out in this policy are aimed to support those undertaking leadership roles to transition in and out of these roles more smoothly and in turn will also help them continue to progress in their academic career.

14. Reappointment/extension process

- 14.1. Academic leadership role appointments will be four years for a Head of School and three years for other academic leadership roles. When the initial duration of an academic leadership role is due to end, the current role-holder may either be reappointed for a further fixed term or return to their substantive academic position.

15. Ending of an Academic Leadership Term

- 15.1. On the completion of a standard **full term** of office, the departing role-holder will cease to undertake the leadership role and return to their substantive academic position. Agreed step-down arrangements will then be implemented as follows and based on the substantive grade that the role-holder is returning to.
- 15.2. An academic stepping down from undertaking a Level 1 leadership role whose **substantive grade is equal to or below that of the leadership role** will receive consolidation of the monetary value of Grade M spine points at the time as follows:
- a. Head of School - two Grade M spine points consolidated into salary (subject to successful achievement of agreed objectives).
 - b. APVC – one Grade M spine point consolidated into salary (subject to achievement of agreed objectives).
- 15.3. This approach is proportionate to the differing FTE of the roles.

- 15.4. An academic stepping down from undertaking a Level 1 leadership role whose **substantive grade is higher than that of the leadership role** may receive the monetary value of one Grade M spine point, at the discretion of their PVC, in recognition of their contribution.
- 15.5. An academic stepping down from undertaking a level 2 or level 3 leadership role will not receive any step down consolidation payments as it is expected that the experience and development in the role will provide significant evidence for making future promotion/movement cases.
- 15.6. Faculties may at their discretion offer a **sabbatical period** to support academic staff who have been unable to continue their research/teaching or academic studies/publications during the period they undertook the leadership role. However this is not an automatic entitlement and the following terms apply:
- a. Available to academic staff stepping away from a Level 1 leadership role undertaken for at least 0.5 FTE and for at least 4 years in duration.
 - b. Subject to satisfactory performance in the leadership role.
- 15.7. To facilitate the sabbatical period, any cover arrangements may be extended for the period of the sabbatical, subject to funding. Sabbatical periods are to be agreed and budgeted on appointment.
- 15.8. The intention is to provide some step-down support for role-holders at the end of the term which could include formation of a network of academic leadership alumni to share experiences and, where possible, step-down coaching support. Alumni will also be asked to provide mentorship for other staff who undertake new leadership roles and to undertake specific ad hoc University leadership activities e.g., employee relations case investigations and panels.
- 15.9. Allowance review date: July 2026