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Departmental Leadership - ENGINEERING Department of Chemistry and Bioscience.

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**Management and organization at Department of Chemistry and Bioscience**

Department of Chemistry and Bioscience practices leadership in accordance with Good Department Management at Aalborg University (in [English](https://www.kompetenceudvikling.aau.dk/digitalAssets/660/660456_god_institutledelse_uk.pdf); in [Danish](https://www.kompetenceudvikling.aau.dk/digitalAssets/659/659596_god_institutledelse_dk.pdf)) and Code of Governance for Aalborg University (in [English](https://www.kompetenceudvikling.aau.dk/digitalAssets/660/660455_aau_ledelsesgrundlag_uk.pdf); in [Danish](https://www.kompetenceudvikling.aau.dk/digitalAssets/659/659593_aau_ledelsesgrundlag_dk.pdf)). Additionally, leadership and organization are integral parts of the departments 2020-24 strategy (in [Danish](https://www.intranet.bio.aau.dk/digitalAssets/1302/1302918_institutstrategi-kemi-og-biovidenskab-dansk.pdf)), where the department vision for the organization is stated as follows:

"We are an attractive workplace for current and future employees, characterized by high professionalism and efficiency, a positive working environment, and consideration for work-life balance. We have an organizational holistic approach that, across scientific and administrative functions, is capable of generating the best results through positive interations." It is a management task to work towards the realization of the institute's strategy, as described in *‘Good Department Management at Aalborg University’.[[1]](#footnote-2)*

Characteristics of good leadership and organization at the department:

* Openness
* Transparency
* Retention
* Community
* Job Satisfaction
* Diversity
* Resilience

**Leadership structure**

In accordance with AAU's statutes and Rector's delegation instructions, a department in ENGINEERING is led by a head of department, head of secretariat, one or more vice heads of department, a leader of studies, several heads of sections, and several research group leaders. Furthermore, the department has a leader of BIO Esbjerg, which is described below.

The Department of Chemistry and Bioscience has chosen an organizational design based on the characteristics of good leadership and organization mentioned above. The structure aims to be simple, transparent, and decision-capable. As shown in the organizational chart below, the standard ENG structure is implemented with a head of department, vice heads of department, heads of sections, and a head of secretariat.

The Department of Chemistry and Bioscience has choosen an organisation that present a short way of communication between management and employees, and has a simple structure.

The foundation of the organizational design of the department is the research groups which are agglomerated in a number of sections lead by a head of section.



**Head of Department**

The head of department is a leader at the Scheme of Delegation’s level 3[[2]](#footnote-3), refers directly to the Dean, and is part of the faculty management. According to ‘Good Department Management at Aalborg University', "the head of department is the department’s top manager whose most important task is clear and inspiring management that ensures and develops the highest quality in the department’s total portfolio of activities”.

The tasks of the head of department can be divided into different types of management. In addition to being overall responsible for personnel, professional and administrative management, the department head is ultimately responsible for the strategy[[3]](#footnote-4)

*Strategic management:*

* To establish the direction and objectives for the department and take responsibility in relation to the faculty’s and AAU’s overall ambitions.
* To formulate and implement strategies for the department’s overall activities and to ensure the goals are achieved. For example, ensuring focus on "a positive working environment, and consideration for work-life balance”.
* To implement cross-cutting strategies approved by the faculty or the Executive Management
* To take a proactive approach to change and innovation requirements.
* To be part of the faculty management and contribute to the management of and take responsibility for, for instance, budgetary decisions.
* To develop and maintain the department’s management and decision-making structures and bodies that ensure staff and student involvement.

**Vice Heads of Department**

The head of department can appoint one or more vice heads of department (Level 4) to be approved by the dean. The vice heads of department report to the head of department and assist in the day-to-day management of the department, including responsibilities in research and education. A delegation statement is prepared, including a job description with agreed-upon tasks.

The vice head of department must be a recognized researcher at least at associate professor level with insight into the department's academic field, possess leadership skills, and have teaching experience. The role of vice head of department is described in AAU's statutes (§60-63).[[4]](#footnote-5) The vice head of department for studies also serves as the head of studies at the Department of Chemistry and Bioscience, as these two functions are considered mutually dependent.

At Department of Chemistry and Bioscience, the vice head of studies is appointed for a five-year period (with the possibility for extension), and the vice head of research is appointed for a three-year period (with the possibility for extension).

Tasks of the vice heads of department:

According to AAU's statutes, the vice heads of department serve as a deputy if the head of department is absent or otherwise unable to perform their duties. If more than one vice head of department is appointed, an agreement is made between the head of department and vice heads of department regarding the exercise of the deputy function.

Function Supplement – Vice Head of Department:

At ENGINEERING, a pensionable function supplement is provided for carrying out the role of vice head of department. The supplement amount is determined by the dean based on an individual assessment, taking into account the tasks associated with the role and the anticipated time commitment. The time commitment should not exceed 40 percent of the position, as it is crucial that the vice head of department can continue to maintain their research career and engage in teaching and research. The supplement ceases when the vice head of department is no longer fulfilling the role.

Study management – Vice Head of Department of Studies / Head of Studies

In accordance with § 68 of the AAU Statutes (in [English](https://www.staff.aau.dk/rules/organization/statutes-for-aalborg-university); in [Danish](https://www.ansatte.aau.dk/regler/organisation/vedtaegt-for-aalborg-universitet#0d35736f-6491-4608-8189-6558ad8297db)), the head of studies reports to the head of department, and has the following tasks among others:

* Development and strategic planning of educations at the department
* To request relevant instruction and contribute to the ongoing evaluation of programs and teaching, as well as to follow-up on these evaluations.
* In collaboration with the department’s study board, to oversee the practical planning and organization of teaching, exams, and other assessments that are part of the examination.
* To approve the task formulation and submission deadline for the master's thesis, along with a plan for guiding the student in connection with this.[[5]](#footnote-6)
* *Ad hoc* supervision, guidance, and mentoring of students, study administrators, and scientific staff.
* The time commitment as head of studies should not exceed 40 percent of the position, as it is crucial that the head of studies has time for other tasks - e.g. vice head of department and to engage in teaching and research.

Leader of BIO Esbjerg **–** Vice Head

As a department with two campuses – with the main part of employees in Aalborg – the department has a leader in Esbjerg, who represents employees and activities at campus Esbjerg in the daily department management. Furthermore, the leader of BIO Esbjerg represents the department in local Esbjerg-based forums and take part in the local strategic work reassuring that Campus Esbjerg continuously is a vibrant and high-quality work and study place that can attract and retain both students and employees. The Leader of Chemistry and Biosciences in Esbjerg refers directly to the Head of Department and is a part of the management with title of Vice Head. Tasks of the Leader of BIO Esbjerg:

* Department point of contact for internal and external coordination and collaboration request considering activities in Esbjerg and concerning Esbjerg based research.
* Represent the department in AAU Campus Esbjerg council.
* Represent the department in the local campus management group (together with Campuschef and head of Esbjerg Energy Section).
* Represent the department in Esbjerg-based forums (e.g. Rektorkollegiet, Education Esbjerg).
* Management of plenum meetings for department staff and guests in Esbjerg.

Function Supplement – Leader of BIO Esbjerg:

* A pensionable function supplement is provided for carrying out the role of leader of BIO Esbjerg.
* The supplement amount is determined by the head of department based on an individual assessment, taking into account the tasks associated with the role and the anticipated time commitment. The time commitment should not exceed 20 percent of the position, as it is crucial that the leader of BIO Esbjerg can continue to maintain one’s research career and engage in teaching and research.
* The supplement ceases when the leader of BIO Esbjerg is no longer fulfilling the role.

**Administration:** **Head of Secretariat**

* According to "Good Management of Department Secretariats" (here in [Danish](https://www.kompetenceudvikling.aau.dk/digitalAssets/869/869408_god-ledelse-af-institutsekretariaterne_final.pdf)) the main task of the Department’s head of secretariat is to lead and develop the administration in a way that best supports the department’s activities – research, education, and knowledge collaboration.
* Additionally, the head of secretariat is tasked with supporting department leadership and strategy. For example to work for ensuring a strategic focus on "a positive working environment, and consideration for work-life balance”.
* The head of secretariat is part of the overall university leadership and must exercise leadership based on the strategies of the university, faculty, and department.
* The head of secretariat reports to the department head and is a part of the department’s management.

**Heads of sections / research group leaders**

Departments at ENGINEERING consist of several sections. Each section represents a field of study and forms a framework for an academic community. Sections contribute to one or more educational programs, and there can be a strong connection between education and the section. The department has a maximum of ten sections comprising of three or more full time assistant professors, associate professors, and/or professors. In addition, there are employees in research assistant and postdoc positions, as well as PhD fellows and master students. All scientific and technical staff at the department must be assigned to a section.

At the Department of Chemistry and Bioscience, a section typically consists of a number of researchers/research groups. A research group consists of one or more professors, associate professors, or assistant professors as well as their associated ph.d.-students, post.docs., research assistants and other time-limited employees.

Head of Section

A section is headed by a head of section, who is a scientific employee of at least associate professor level (minimum at 80% employment at the department), according to the given mandate. The head of department appoints heads of sections. The dean approves the appointment of heads of sections upon recommendation from the head of department.

The appointment period is 3 years (with a possibility of extension, if agreed by both head of department and head of section). The head of department and heads of sections have an annual leadership-development discussion (known as ‘LUS’).

Tasks as Head of Section:

Heads of sections undertake a range of tasks as agreed upon with the head of department. Certain tasks require formal delegation according to the Rector's delegation instructions, where heads of sections fall under Delegation Level 4. The agreed-upon tasks will be specified in the delegation statement, accompanied by a job description. The following overarching tasks may be part of the role as a section leader.

Daily and strategic management:

* Ensure distribution of common tasks in the section.
* If delegated MUS (Development and Performance Reviews)\* by the head of department, the head of section is responsible for competence and career development for section employees, except part-time scientific staff (D-VIP) and student assistants.Responsible for senior interviews in connection with MUS, if relevant (mandatory from the time an employee turns 60 years old - in [English](https://www.staff.aau.dk/rules/staff-affairs/senior-staff-members-working-life#content); in [Danish](https://ansatte.aau.dk/regler/personaleforhold/seniormedarbejderes-arbejdsliv#seniorsamtale))
* Responsible for maternity/paternity leave meetings with section employee (mandatory before and after leave – optional for the employee during leave – read more here: in [English](https://www.staff.aau.dk/rules/staff-affairs/maternity-leave-guide#parental-leave-with-pay); in [Danish](https://www.ansatte.aau.dk/regler/personaleforhold/barselsvejledning)) and sick leave (in [English](https://www.staff.aau.dk/rules/staff-affairs/sickness-absence-at-aalborg-university#content); in [Danish](https://www.ansatte.aau.dk/regler/personaleforhold/sygefravaer#sygemelding-og-raskmelding))
* Responsible for management of tenure track and ordinary assistant professors career development.
* Onboarding of tenured employees.
* Take part in conflict resolution.
* Help ensuring occupational health and well-being.
* Facilitate meetings and activities to promote strategic development, knowledge sharing, and collaboration.
* Take part in allocation of teaching resources to courses, projects and teaching administration.
* Responsible for coordination of laboratory use within the section and across sections.
* Responsible for contribution to staff planning, preparation of job postings and hiring processes for tenured staff within the section.
* Responsible for development and implementation of a section strategy (e.g. research strategy) and associated action plans. Action plans are updated annually, are to be approved by the head of department.
* Contribution to strategic development of the department. (e.g. related to research, education and organization)
* Ensure that the the strategies of AAU, the faculty and the department are considered and reflected in the develpment of the section strategy.
* Motivate and coordinate processes supporting acquisition of external project funding.
* External communication and dissemination with a research focus.
* Responsible for the overall budget of the section, except for the specific economy of research projects and related activities, where the financial responsibility lies with the designated project manager. The overall budget of the section includes section operational accounts and the buyout balance of tenured employees, LAB-TAP/TECH-TAP.
* Facilitate that the section strives to ensure well-being, a safe working environment, and a shared culture for inclusion and collaboration.

Function Supplement – Head of section

* A pensionable function supplement is provided for carrying out the role of Head of section.
* The supplement amount is determined by the head of department based on an individual assessment, taking into account the tasks associated with the role and the anticipated time commitment.
* Heads of sections are expected to continue their responsibilities in teaching and research and allocate a maximum of 20 percent of their time for section management.
* The supplement ceases when the head of section is no longer fulfilling the role.

Research Groups

The following principles apply to the operation of research groups:

* Research groups originate from a strategic academic community among affiliated researchers.
* Research groups are organizationally anchored in one of the department’s sections.
* All scientific employees must be affiliated to a section.
* The organization of research groups is flexible and dynamic by nature.
* A research group can be headed by a research group leader or organized as a team.
* Research groups can collaborate with other groups to address larger mission-based challenges.
* Research groups share responsibility for attracting, training, and qualifying younger researchers.
* The research group must strive to ensure well-being, a safe working environment, and a shared culture for inclusion and collaboration.

**MUS, GRUS and LUS**

At Aalborg University, employee and leadership performance and development reviews (in Danish *medarbejder- og lederudviklingssamtale*in short MUS and LUS) are part of the systematic approach to competency development. For all employees and managers at AAU, except part-time scientific staff (D-VIP) and student assistants, annual MUS/LUS meetings with their immediate supervisor must be conducted."

The department head can delegate MUS to level 4 or higher levels.

The section leader may choose to supplement this with a GRUS, focusing on strengthening their collaboration and task resolution within the section.

This contributes to creating a connection between existing and future tasks and the competency development needed within the unit and for each individual employee and leader. You can read more about MUS and LUS at AAU in [Danish](https://www.ansatte.aau.dk/regler/personaleforhold/medarbejderudviklingssamtaler-mus-og-lederudviklingssamtaler-lus) here.

MUS and LUS aim to ensure the strategic development of the professional and personal competencies of employees and leaders. Below is specified who conducts MUS/LUS (as well as senior interviews) and with whom at the department:

|  |  |
| --- | --- |
| **Leader**   | **Holds MUS/LUS with**   |
| Dean  | Department Head |
| Department Head  | Vice Heads of Department, Leader BIO Esbjerg, Heads of Sections, Head of Secretariat, professors, associate professors, and assistant professorsStaff where the management responsibility is not delegated (e.g., TAP)  |
| Vice Head of Department | TAP associated to workshops, dishwash, cleaning etc. |
| Head of Section  | Postdocs, Research Assistants, PhD Students (unless the section leader is supervisor), technical and laboratory staff associated to the section. (LAP-TAP, TECH-TAP)  |
|  Head of Secretariat | Administrative employees in the secretariat  |

**Management Forums**

Daily Management

The daily management consists of the head of department, vice heads of department, leader of BIO Esbjerg, and head of secretariat. The daily management group meets on a regular basis, and deals with the day-to-day management of the department as well as the preparation of meetings in the management committee.

Management Committee

A forum for strategic, administrative, and professional discussions regarding the institute's operations and development in teaching and research. The committee consists of the daily management group and heads of section. The committee is expected to have around ten annual meetings, where relevant stakeholders will be invited to participate when relevant.

Collegial bodies *(in Danish: kollegiale organer)*

Consultation Committee

The Consultation Committee (in Danish *Samarbejdsudvalg* – in short SU) serves as a natural forum “for discussions between management and staff regarding the development and future of the workplace. Topics relating to work organisation, working conditions, competence development and staff policy are discussed in the consultation committees. Furthermore, emphasis is placed on discussing the psychological working environment in the consultation committees” (Good department Management, pp.9-10). At the department of Chemistry of Bioscience, the head of department chair the committee. You can read more about the committee and see the current members here: in [English](https://www.en.bio.aau.dk/about-the-department/committees-and-counsils); in [Danish](https://www.bio.aau.dk/om-instituttet/udvalg-pa-institut-for-kemi-og-biovidenskab).

Occupational Health and Safety Committee

The department’s Occupational Health and Safety Committee (in Danish *Arbejdsmiljøudvalg* – in short AMiU) consists of both student, staff, and management representatives, and is chaired by the head of department. The committee is mandatory, as “all companies with employees must address health and safety. The head of department must organize the work on health and safety, and contribute to well-functioning efforts to improve the working environment. (…) Among other things, the OHS committee is responsible for the physical working environment” (Good Department Management, p. 11).

Department Council

According to the Statutes of AAU §77-81, the department has a Department Council. The council is chaired by the head of department and has eight elected members: four scientific employees, two technical-and-administrative employees, and two students. The members are elected for four years, four years, and one year, respectively. Furthermore, the head of secretariat is a permanent observer. The task of council is to “discuss and advise the department management on issues related to the department’s research, education, knowledge dissemination and possibly public sector services” (§78), and according to §79 its responsibilities include:

1. to advise the head of department on strategic issues related to the department
2. to advise the head of department on department budget

*During 2024 the council’s* . *rules of procedure will (in Danish: forretningsorden) be formulated within the framework of the standard rules of procedure determined by the rector (In* [*Danish*](https://www.ansatte.aau.dk/regler/organisation/standardforretningsorden-for-kollegiale-organer)*)*

*Study board*

The Study Board for Chemistry and Bioscience consists of 4 permanent members, who are elected for 4-year terms, and 4 students, who are elected for one-year terms (February - January). One VIP and one student are chosen from the department’s staff and students in Esbjerg. The Study Board ensures the participation and involvement of students and scientific staff in matters related to education and teaching. The activities of the Study Board are outlined in AAU's statutes.

 PhD/postdoc committee

The Ph.D./postdoc committee is a forum for discussion of the framework and conditions of the junior researchers of the department including research facilities, supervision, career planning, well-being, collaboration across the department etc. The committee comprises the department ph.d. programme manager (chairman), the vice head of research and representatives of the ph.d. and postdocs. As such, the committee acts as an important bridge between the department management and the Ph.D. and postdocs.

The Facilities Committee *(“Lokaleudvalget”)*

The Facilities Committee consists of four permanent members and one observer. The committee works to ensure allocating facilities for teaching and research at the institute. For example, it addresses issues related to allocation of offices and group rooms.

1. <https://www.kompetenceudvikling.aau.dk/digitalAssets/659/659716_god_institutledelse_en.pdf> [↑](#footnote-ref-2)
2. According to the Scheme of Delegation (in [English](https://www.staff.aau.dk/rules/organization/scheme-of-delegation); in [Danish](https://www.ansatte.aau.dk/regler/organisation/rektors-delegationsinstruks#0d35736f-6491-4608-8189-6558ad8297db)), Rector is a AAU’s management level 1, and deans (among other) at delegation level 2, pro-deans and heads of departments (among other) at level 3, and at level 4: vice heads of departments, heads of sections, head of secretariat. At level 5 are e.g. team leaders and research group leaders. [↑](#footnote-ref-3)
3. [<https://www.kompetenceudvikling.aau.dk/digitalAssets/659/659716_god_institutledelse_en.pdf>](https://www.kompetenceudvikling.aau.dk/digitalAssets/659/659716_god_institutledelse_en.pdf) [↑](#footnote-ref-4)
4. [Vedtægt for Aalborg Universitet - Aalborg Universitet (aau.dk)](https://www.ansatte.aau.dk/regler/organisation/vedtaegt-for-aalborg-universitet#daglig-ledelse) [↑](#footnote-ref-5)
5. [Vedtægt for Aalborg Universitet - Aalborg Universitet (aau.dk)](https://www.ansatte.aau.dk/regler/organisation/vedtaegt-for-aalborg-universitet#daglig-ledelse) [↑](#footnote-ref-6)