

Role profile of Heads of Department in the Faculty of Archaeology  
Adopted by the Faculty Board on 8 July 2025

**Purpose<sup>1</sup>**

To organise, manage and provide leadership to the department within the policy framework supplied by the Faculty Board and in line with the faculty's strategy, in such a way that the academic and societal position of the department is strengthened.

**Context**

Reports to, and receives hierarchical guidelines from, the Dean on behalf of the Faculty Board and works closely with the members of the Faculty Board, the Faculty Office and the Heads of Department of the other departments.

**Requirements / competences**

- Holds the position of associate professor (UHD / senior university lecturer) or full professor.<sup>2</sup>
- Displays relational leadership, organises and encourages teamwork, both within their own department and between the three departments.
- Is able to provide leadership to the team of the relevant department, focusing on the staff members' performance, development and well-being.
- Is jointly responsible for managing, controlling and monitoring the operational management processes relating to the departments.
- Contributes to an open, respectful and inclusive work environment.
- Is able to motivate and inspire staff members, to listen to them and give attention to their well-being and welfare.
- Is able to give feedback to staff members and to receive feedback from them, to fulfil an exemplary role and to address staff members about their behaviour and make agreements about it. Is aware of having an important role in maintaining and monitoring the collectively established culture.

**Responsibilities / duties of Head of Department (HoD)<sup>3</sup>**

- Is responsible for implementing the management policy within the department. Together with the Faculty Board, the HoD takes responsibility for decisions that have been made and communicates the faculty's vision and strategy, including the method of implementation and execution.
- Informs the department's staff members about matters relating to the faculty, and the Faculty Board about matters relating to the department; engages in active communication, for example by means of periodic departmental meetings and the HoD consultative meeting.
- Participates in consultative meetings of the Heads of Department with the Faculty Board. In these meetings, the HoD expresses and represents the department's vision and standpoints.
- Is accountable to the Faculty Board, and provides the Faculty Board with all information requested.
- Directs the activities of the department and conducts the Performance, Development & Well-being (GROW) interviews with the permanent staff members.
- Jointly implements the research ambitions specified in the Faculty Strategic Plan. The HoD strives to delineate the department's research strategy in order to achieve the faculty's ambition for externally funded research projects.
- Is responsible for allocating the research time of the department's staff members on the basis of the 'parameter model'.

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<sup>1</sup> It is recommended to incorporate this role profile in an updated version of the Faculty Regulations.

<sup>2</sup> In exceptional circumstances, this requirement can be waived with the consent of the Faculty Board.

<sup>3</sup> See Article 10 of the Faculty Regulations. The responsibilities / duties described above serve as the framework for the Head of Department's policy implementation, policy-making and accountability.

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- Together with the Education Director, determines a staff member's deployment in the curricula. The HoD also initiates the staff member's deployment in administrative tasks. Both of these are checked against the 'parameter model'.
- Each academic year, approves the curricula on the basis of the management task relating to deployment of the department's staff members. Curriculum setting and finance fall outside the HoD's responsibility.
- Provides input to the strategy development and hence the staffing development in the department, within the context of other factors (faculty strategy, departments, Faculty Office). With regard to staffing development: we use the 'staffing (*formatie*) principle', and careers are managed within this, among other aspects.
- Contributes to the development of faculty policy, within the context of other factors.
- Within the faculty's frameworks, is responsible for managing and spending the material budget allocated to the department from the 'first source of funding'.<sup>4</sup>
- Within the faculty's frameworks, is jointly responsible for managing and spending the research funding from the 'second and third sources of funding'.<sup>5</sup>
- Conducts an annual personnel scan. This is an opportunity to look back on recent developments and forward to future developments in the department, in the areas of staffing, finance, education, research, valorisation and facilities. The HoD monitors the staff members' career development on the basis of the faculty's 'staffing (*formatie*) principle', the strategic staffing plan and the annual personnel scan.
- Provides input for evaluations.
- Represents the department both within and outside of Leiden University.
- Conducts recruitment and selection interviews in collegial consultation with the HR department, among others, and taking account of the faculty's 'Guidelines on appointment and promotion of academic staff'.

### **Appointment framework**

Those eligible to be appointed as a Head of Department (HoD) are associate professors (UHDs / senior university lecturers) and full professors who are permanently employed by the Faculty of Archaeology of Leiden University.<sup>6</sup> Appointment in the role of HoD is in principle for a period of three years, with subsequently the possibility of reappointment for a further three-year period,<sup>7</sup> in accordance with the 'Procedures for appointing and reappointing a Head of Department'.<sup>8</sup> During their term of office, HoDs are provided with a monthly allowance and an expense allowance in accordance with the 'Regulation for remuneration of Faculty Board members, institute directors and directors of services'.<sup>9</sup> The HoD's division of tasks according to the current parameter model<sup>10</sup> is as follows:

- 10% Teaching
- 40% Research
- 50% Organisation, management and advice

The Faculty Strategic Plan 2026-2028 provides for a review of the current parameter model.

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<sup>4</sup> This takes place in consultation with the Research Support Desk, Project Control and HR.

<sup>5</sup> This takes place in consultation with the Research Support Desk, Project Control and HR.

<sup>6</sup> In exceptional circumstances, this requirement can be waived with the consent of the Faculty Board.

<sup>7</sup> See Article 9 of the Faculty Regulations.

<sup>8</sup> It is recommended to draw attention to these procedures by including them in the Faculty Regulations.

<sup>9</sup> This provision is still under consideration by SAP/PSSC/Administration & Central Services and should be checked.

<sup>10</sup> Parameter model, June 2023 version.