## Proposed Program Leader Responsibilities

### Purpose of this document

This document aims to describe standard areas of responsibility and authority for leaders of Programs within Centres. The document is presented as a draft construct to enable further discussion of the role of Program Leaders in the Next SMI context. Please read this document in conjunction with the “Draft Centre Director Responsibilities” document to understand the differences between the Program Leader and Centre Director roles.

It should be noted that it is not intended at this point that Program Leader roles would be HR positions into which SMI would recruit. Rather, Program leadership would be a role undertaken by existing senior research staff members.

### Background

The Sustainable Minerals Institute (SMI) within The University of Queensland (UQ) will undergo a number of organisational changes commencing in 2015. Multiple drivers exist for these changes:

1. Time to re-vision SMI’s future direction: Strategic Plan for 2015-2019 to be developed.
2. Changing context in industry, civil society, government, and UQ.
3. Reduced revenue following industry downturn
4. Academic Board Review signalled a number of areas in need of change.
5. Organisational maturity: We are ready for change.

### Organisational context

The Sustainable Minerals Institute (SMI) consists of a number of research Programs. Programs are an internal organisational construct to group like and/or complementary research projects. Programs are formed, maintained and closed according to defined criteria. Programs may exist either within one of SMI’s six research Centres or outside of a centre.

### Organisational Relationships

Each Program is led by a senior researcher who is responsible and accountable for the leadership and management of their Program. The leaders of Programs that sit within one of SMI’s research centres report to the Director of that Centre. Program Leaders will line manage academic and research professional staff within their Program.
Leadership and strategy

1. The Program Leader works with the Centre Director to define the research direction and priorities of that Program within the context of SMI and UQ Strategy.

2. The Program Leader is responsible for the implementation of agreed objectives related to the Program’s research direction.

3. The Program Leader is responsible for proposing Program objectives and targets for approval by the SMI Leadership group. These objectives and targets will be aligned with SMI strategy and will be set in the context of criteria for SMI Programs.

4. The Program Leader contributes to the development of overall Institute strategy as a member of the Institute’s cohort of research leaders.

5. The Program Leader works with the Centre Director to build and maintain the external reputation and position of the Centre and Institute through external engagement including effective communication of research capability/ideas, research outputs, Research Higher Degree student achievements and the impact of the Centre’s activities.

6. The Program Leader establishes and maintains effective interactions and collaborations with stakeholders from:
   - relevant schools/faculties and other institutes across UQ
   - other academic and research institutions around the world
   - research sponsor organisations in industry, government or the not-for-profit sector

Management

Research management

1. The Program Leader works with Program staff and the Centre Director to identify and develop new research ideas and proposals that align with SMI strategic direction.

2. The Program Leader is responsible for the design, active monitoring and delivery of a suite of research projects within the Program. This includes leading program staff, collaborators and others from across SMI as appropriate, to engage with potential sponsors to develop project proposals that align with sponsor need.

3. Program Leaders ensure that the Program’s projects are managed effectively (monitoring time, cost, quality and scope) across the project lifecycle meeting the requirements of project sponsors, the University and SMI.

4. The Program Leader is expected to be a research leader, serving as Chief Investigator on many of the Program’s projects and actively producing research publications.

5. The Program Leader is expected to ensure consistency with application of the SMI Project Management Framework and the overall quality of project deliverables.

6. The Program Leader is responsible for quality assuring all project proposals prior to formal submission to the funding body.

7. A Program Leader may also be involved in projects outside their Program. These may include, but are not necessarily limited to:
   a. incubation projects (e.g., projects which may become future SMI Programs but which currently exist outside any Program);
   b. interdisciplinary projects sitting inside another Program
Resource management

1. The Program Leader is responsible and accountable for the financial and human resource management of all activities within their Program.
2. The Program Leader is responsible for the development of a proposed annual Program budget for consideration and approval by SMI Leadership.
3. As a part of proposing the annual budget, if the Program is not financially viable on project funds alone and hence requires additional support, the Program Leader will prepare a business case for Institute investment.
4. The Program Leader is responsible for meeting the approved annual budget for the Program.
5. The Program Leader will line manage staff within the Program and will work with the Centre Director and leaders of other programs to agree upon shared staff resources.
6. Program Leaders are responsible for delivery against approved objectives and targets, by ensuring human resources are deployed effectively. This includes the responsibility for meeting staff development and training requirements.
7. The Program Leader works with the Centre Director to ensure the Institute’s operational support services meet the needs of the Program.
8. The Program Leader ensures the right level of capability is applied to the appropriate project scale and complexity.
9. The Program Leader is responsible for escalating any Program related resourcing constraints or impacts up to the Centre Director and/or the SMI Leadership Team.
10. The Program Leader is responsible for ensuring staff within their Program operate wholly within UQ policies and procedures and adhere to SMI processes.

Education

1. Program leaders will oversee the involvement of Research Higher Degree students that are involved on Program projects. This will involve coordination with the Centre Director and with the SMI’s Postgraduate Coordinator and RHD support staff.
2. The Program Leader is expected to carry an academic supervisory load.
3. Program Leaders will work with SMI education coordinators to contribute to education offerings across SMI, including postgraduate coursework and continuing professional development activities.