Academic Promotions 2020
Agenda

1. Promotions policy and procedures – how it works
2. Steps in the process for each grade
3. Athena SWAN at HWU
4. What makes a good promotion case?
5. Timeline 2020
Academic Promotions

• HWU Strategy – flourishing communities inspiring learning, excelling in research and enterprise
• Aim to develop and support academics in their careers, recognise and reward achievements and retain excellent staff at HWU
• Procedures reviewed each year to ensure transparency and rigour
HWU values

• Inspire – the curiosity to learn
• Belong – to a diverse, inclusive & international community
• Collaborate – working in partnership to shape future
• Celebrate – excellence
HERA Evaluation

• HERA is the University's chosen role evaluation system
  – the generic roles have been evaluated
  – the role profiles have been agreed with UCU
  – we know what a promoted post looks like and also the size of the role
  – HERA matching
Personal circumstances and part time working

- Section on form to indicate if any aspect of the case could be impacted by personal circumstances
- Part time working
- Career breaks, maternity, paternity or other extended leave
  - Information treated as confidential
School Promotions Panels

- Each School holds a Promotions Panel to consider all cases within the School for Academic Promotion.
- Panel consists of senior managers in School (HoS, DoR, DLT etc) and includes information from PDR Reviewers.
- SPP makes written recommendations to Advancement Panel (Grades 6,7,8) or Senior Academic Promotions Panel (Grades 9&10).
- Any case not supported can still be submitted as personal case.
Promotion/Advancement
Grades 6-7, 7-8

• Advancement Board chaired by DP Staff Development and Engagement
• Representatives of all SPPs
• CV and written case on Academic Advancement form
• Head of School commentary from SPP
• No interview (except in exceptional circumstances)
• No external references
Senior academic promotion
Grades 9 & 10

Chaired by Principal Professor Richard Williams
– All Heads of School
– Vice Principal
– Provosts
– Deputy Principals
– Deans
Senior Academic Promotion
Grades 8 to 9

- CV and case from Applicant on SPB individual form
- Head of School commentary on case based on discussion at SPP
- References taken up prior to the meeting of the SAPB in order for decisions to be taken
SAPB Grade 9

Considers CV, case, HoS recommendation, referee and external assessor reports

3 options:
- Promote
- Interview
- Decline
Use of External Assessors –
Grade 9

• 2 referees supplied by applicant
  • Experts who know you and/or your work
  • Academics of personal/international standing who can comment on your contribution

• 2 independent assessors supplied by HoS
  • May not know you personally, but can comment on your application based on their knowledge of the discipline and your contribution
  • Asked if the case would merit promotion at their institution and why/why not

• Positive recommendation from at least one of each for case to proceed
Senior academic promotion
Grade 10

- CV and case from Applicant
- Planning Office provides Professorial ‘scorecard’ benchmarking against discipline externally
- Head of School commentary
- Establish if there is a case for interview
- All Grade 10 promotions are interviewed if a case is established
- References/external assessors only if a case established
Use of External Assessors – Grade 10

- 4 referees supplied by applicant
  - External experts who know you and/or your work
  - Academics of international standing who can comment on your contribution
  - Should NOT be co-authors

- 3 independent assessors supplied by HoS
  - May not know you personally, but can comment on your application based on their knowledge of the discipline and your contribution
  - Asked if the case would merit promotion at their institution and why/why not

- HR will take up 6 for the interview panel
Use of Metrics

- UCRI have developed indicative metrics for each UoA.
- The data are intended to reflect acceptable average performance for staff with T&R contracts,
- These data are indicative only, they do not describe the criteria for promotion but can inform discussions during PDR regarding promotion and quantify the appropriate level of average performance at each grade.
Professorial metrics

- Planning Office provides Professorial ‘scorecard’ benchmarking research income, output, doctoral completions etc against discipline externally.
- These data should be discussed with your HoS. Any special circumstances the would impact metrics should be noted, eg periods maternity leave, part time working.
- They are *not* the only criteria for promotion, they are *one* piece of evidence.
Career Planning and Mentoring

- PDR discussion opportunity to discuss career planning
- Ensure individuals have access to career enhancing opportunities
- Mentoring and support
- Support for research and teaching careers
  - Research Futures, L&T Academy, Organisational and Professional Development
Athena SWAN

- Charter for Gender Equality in Higher Education
- HWU Bronze Award renewal 2020

Principles apply for all – good practice

www.hw.ac.uk/athenaswan

@HWUAthenaSWAN
Making a promotion case...

- The Board looks for evidence of performance across the main responsibilities of teaching, scholarship, research, citizenship, academic management

- Emphasise *achievements* not activities

- Provide *evidence/data* (see guidance notes on CV preparation)
  - Publications, Research grants and income, impact of research, numbers of doctoral students (graduated and supervising)
  - H index of citations, awards and prizes, invited speaker, visiting scholar invitations, knowledge exchange and public engagement activities, commercialisation
External recognition

- Look outside HWU to your discipline – where do you fit? Who knows you/your work?
- Who do you collaborate with nationally and internationally?
- How do you benchmark yourself against the rest of your discipline?
- Active membership of Professional bodies, Learned Societies, Royal Colleges, Research Councils etc
- Scholarship and contribution to the discipline eg
- Public Engagement, promoting the work of HWU.
- QA/accreditation panels, external examinerships, visiting/honorary positions at other universities
Types of Evidence

- Good citizenship – active membership of committees and groups eg Senate, Studies committees etc
- Innovation in learning and teaching
- Impact narrative – how do you know you make a difference?
- Scholarship – how do you engage with latest research in your discipline?
- Student mentoring, career guidance, supporting student activities – what do you do to enhance the student experience?
- Student feedback
- Oscars and teaching awards
- Fellow/Senior/Principal Fellow HEA
## Scholarship examples

<table>
<thead>
<tr>
<th>Grade 10</th>
<th>Professor</th>
<th>Principal Fellow HEA</th>
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<tbody>
<tr>
<td>Participation/ Leading in government consultation committees; Leadership external QA/accreditation; Invited speaker at prestigious national/international L&amp;T events; national/international prizes and awards; press coverage/publication in practitioner journals. Lead collaborative partnerships with other educational institutions or other bodies. L&amp;T awards/recognition beyond University. Sphere of Impact: across the higher education sector at a national and/or international level. Key leader of professional practice / network nationally or internationally.</td>
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Case Studies

• Evidence that case studies of successful promotion cases are useful
• Celebrate success
• Role models
• Encouragement
• @HWUAthenaSWAN
The Grade 10 Promotions Process

1. **PDR conversation considers career aspiration promotion ‘readiness’**
2. **HR issue call for applications advising applicants to discuss their case with line manager/HoS**
   - February
3. **Individual submits promotion case to the School providing CV as per template and case outlining how they meet the criteria**
4. **Planning Office prepares scorecards for all G 10 professorial applicants. Sent to HoS and applicants**
5. **School promotions panels meet to consider all cases. Recommendations sent to HR with details of referees and assessors**
6. **SAPB meets. Prima facia cases for G10 promotions recommended for interview**
7. **GH/KN review all documentation prior to SAPB**
8. **Interviews**
   - June
9. **Effective date of promotion 1st August**
The Grade 9 Promotions Process

1. PDR conversation considers career aspiration promotion ‘readiness’
2. HR issue call for applications advising applicants to discuss their case with line manager/HoS February
3. Individual applies for promotion providing CV as per template and case outlining how they meet the criteria
4. School promotions panels meet to consider all cases. Recommendations sent to HR with details of referees and assessors
5. GH/KN review all documentation prior to SAPB
6. SAPB meets. Decision to promote, interview or reject
7. Interviews if required June
8. Effective date of promotion 1st August
9. HR take up references assessor reports.
The Grade 7/8 Promotions Process

PDR conversation considers career aspiration promotion ‘readiness’

HR issue call for applications advising applicants to discuss their case with line manager/HoS February

Individual applies for promotion providing CV as per template and case outlining how they meet the criteria

School promotions panels meet to consider all cases. Cases sent to April with recommendation

Effective date of promotion 1st August

Advancement Board
# Reward Timetable

<table>
<thead>
<tr>
<th>Academic Advancement Board (6-7 &amp; 7-8)</th>
<th>Senior Academic Promotion Board (8-9 &amp; 9-10)</th>
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<tr>
<td><strong>3rd February 2020</strong></td>
<td>Communication to HOS announcing start of process</td>
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<tr>
<td><strong>March 2020</strong></td>
<td>Communication to Individuals via weekly E-newsletters</td>
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<td><strong>23rd March 2020</strong></td>
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<td>Closing date for applications</td>
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<tr>
<td><strong>6th May 2020</strong></td>
<td>Papers to Board Members</td>
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<td>Academic Advancement Board meeting to consider applications</td>
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<tr>
<td><strong>1st August 2020</strong></td>
<td>Issue Outcome Letters</td>
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**8 – 16 June 2020** | Interviews Held |

**14th May 2020** | Confirm Interview dates/times |

**1st August 2020** | Advancement effective |

**1st August 2020** | Promotion effective |
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<th>Date</th>
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<td>12th May 2020</td>
<td>Advanced notification to HOS/G10 Professors that review process will start on 3rd June 2020</td>
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<tr>
<td>18th May 2020</td>
<td>Initial Meeting of Remuneration Committee</td>
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<td>3rd July 2020</td>
<td>Communication to Principal/HOS/HOPs announcing start of process</td>
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<td>3rd July 2020</td>
<td>Communication to Professors and other Grade 10’s announcing start of process</td>
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<td>3rd August 2020</td>
<td>Closing Date for Submissions</td>
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<td>July 2020</td>
<td>Principal considers direct reports</td>
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<td>July 2020</td>
<td>Secretary Considers Direct reports</td>
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<td>September 2020</td>
<td>Summary Papers issued to Principal/Secretary &amp; HOS in advance Meetings</td>
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<tr>
<td>September 2020</td>
<td>Principal Initial calibration meeting with Heads of School</td>
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<td>Early Oct 2020</td>
<td>Papers issued to Senior Remuneration Committee</td>
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<td>Mid Oct 2020</td>
<td>Senior Remuneration Committee meeting to consider recommendations from Principal/Secretary</td>
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<tr>
<td>Oct/Nov 2020</td>
<td>Senior Remuneration Committee reports to Court Meeting</td>
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<td>Issue Outcome Letters (to each Head of School)</td>
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