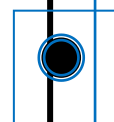
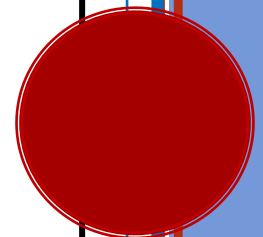


GUIDANCE NOTES FOR ACADEMIC STAFF AND RESEARCH STAFF APPLYING FOR PROMOTION

ACADEMIC SESSION 2019 / 2020



INTRODUCTION

The promotions process at Brunel University London is based on principles of equity, fairness and the recognition of an individual's overall contribution as a member of academic staff. All applications will be reviewed against four criteria sets:

- Teaching and Learning;
- Research; or Educational Impact (for Academic Education route); or Professional Practice (for Professional Practice route)
- Leadership, Management and Collegiality;
- External Impact and Markers of Esteem.

This document outlines the process for all applications. The criteria for promotion for all routes can be found on the same webpage as this document.

Academic excellence lies at the heart of the process and will be assessed according to the criteria sets. The criteria sets are intended as a framework within which the assessment of contribution can take place. However, the process recognises that there is flexibility to allow for roles with differing degrees of emphasis on teaching, research and scholarship, academic citizenship and professional practice. Applicants are **strongly advised** to seek advice from a senior academic mentor within his/her Department before submitting any application for promotion.

All applicants for promotion must complete an electronic application pro-forma containing, as appropriate, a full list of publications, which **must** be downloaded from BRAD, the University publication database. Additionally, an applicant's Department will provide where possible an electronic summary of evidence reflecting the student evaluation of his/her modules/teaching for the panels to consider.

A colleague **cannot** apply for promotion while still on probation unless the final probation meeting has been arranged and is scheduled to take place prior to the Departmental Promotion Panels taking place. Any application received will be withdrawn from the promotion route in the event the applicant is unsuccessful in the final probation meeting for whatever reason (including failure to complete all compliance training requirements).

A colleague who has been unsuccessful in their application for promotion at either departmental or College level **cannot** re-apply the following year *unless* there is an auditable achievement that transforms their application (such as receiving an award; capturing a significant grant; being elected to a prestigious committee/board; etc). Unsuccessful candidates must wait until they have met the conditions articulated in their feedback before re-applying for promotion.

If you need any other support or assistance in completing the application, please contact Human Resources in the first instance. It is recommended that all staff seek advice about their path to promotion during their annual PDR.

STAGES OF THE APPLICATION PROCESS

Stage 1 – Departmental Promotion Panels

The first stage of a promotion application is to complete the application pro-forma (adhering strictly to advised word limits) and supporting evidence and submit using the application page link on the Academic Promotions web page.

The Departmental Promotion panel membership will be as follows:

- Head of Department (Chair)
- Departmental Director of Teaching and Learning
- Departmental Director of Research
- The Senior Tutor
- One Professor from the Department
- One Professor from a different College
- Divisional Lead (if appropriate)
- A representative of Human Resources

Please note – applications from colleagues in BCAST will be considered initially by a Dept-like panel made up of senior colleagues in BCAST plus one Professor from a College, and if successful will then be considered by a College-like panel (see under College panels).

The Chair and HR will act as the quorum of panels and are not permitted to delegate or nominate another party to attend in their stead. Members of the panel outside of the quorum may delegate their panel responsibilities to an academic colleague to attend in their absence, but this must be agreed in advance by the Chair of the Departmental panel.

If the Departmental Promotion panel supports the application for promotion a recommendation to progress the application to the next stage of the promotions process will be made by the Chair. The panel's recommendations should seek to address the promotion criteria and provide an adequate recommendation relating to the candidate's performance to assist the College panel with its deliberations.

The panels will consider all applications and will make recommendations to support, or decline to support, the application. Those applicants who are not recommended to progress to the next stage must be provided with one-to-one feedback by the Chair.

Please note – this feedback should be provided as soon as possible after the Departmental panel has met and well before the planned meeting of the College Promotion panel. Subsequently, only the developmental aspects highlighted by the panel will be shared with the applicant in written form to enable input into following PDRs to support their potential future development and promotion applications.

Two independent external referees will be required for promotion to **Professorial posts only**.

One referee should be proposed by the applicant and one anonymous/independent reference sought by the Chair of the panel. The external referees must be leaders in the field and be from peer institutions. One of these referees can be from the business/professional sector if appropriate. External referees should be independent of the applicant and should not have been in the employment of the University, paid or honorary, in the previous three years. The Chair of the panel should be the final arbiter of the suitability of the referees and his/her decision is final. Should a referee be considered too close to the candidate then an alternative one must be sought.

An applicant who is not recommended to progress to the next stage (the College Promotion panel) can request, following their feedback, to progress to the College Promotion panel **only if they provide evidence that there has been a procedural irregularity** in the process.

Those applicants wishing to appeal the decision of the Dept Promotion panel should advise Human Resources in writing of their intention to appeal within 14 calendar days of receipt of the decision of the Dept Promotion panel.

Appeals will be considered by the Academic Promotion Appeals panel (see page 5 below). To demonstrate a case of potential procedural irregularity the candidate may frame their appeal case along the following lines:

- The Department has not followed a process that is articulated in the guidance for candidates;
- The membership of the Department Promotion panel was not properly constituted;
- A section of the application for promotion submitted by the candidate was omitted from the paperwork considered by the Department Promotion panel.

Stage 2 – College Promotion Panel

The College Promotion panel will be provided with the applications from those that have been successful at the Departmental stage.

The College Promotion panel membership will be as follows:

- Dean of College (Chair)
- Deputy Dean (Academic Affairs)
- Vice Deans (Education) and (Research) of the College
- One Research Institute Director
- Associate Dean (Student Experience)
- Associate Dean (Equality and Diversity)



- A senior staff member from a different College
- A representative of Human Resources

For consideration of applications for promotion to Professor, the Provost must form part of the panel.

Should there be a candidate who has applied for Professor on the Academic (Education) route, the panel should also contain the Vice Provost (Education).

Please note – applications from colleagues in BCAST will be considered by a College-like panel made up of the Director of BCAST, the Provost, a senior staff member from a different College and a representative from HR.

The Chair and HR will act as the quorum of panels and are not permitted to delegate or nominate another party to attend in their stead. Members of the panel, outside of the quorum, may delegate their panel responsibilities to an academic colleague to attend in their absence, but this must be agreed in advance by the Chair of the College panel. The Chair may request additional colleagues sit on the panel for various reasons at their discretion.

The College Promotion panel will consider the recommendations made by the Departmental panels in their deliberations and also consider any external references.

The College Promotion panel will consider the candidate's application, the recommendation of the Departmental panel and, for Professors, the external references. The panel's recommendation should assist the Chair in providing developmental feedback should the decision be not to recommend the candidate for promotion. Candidates will be advised of the outcome of their application by Human Resources.

Colleagues recommended for promotion by the College Promotion panel will be formally notified by Human Resources that they have been successful. Approved promotions will be effective from the following 1st October.

Stage 3 – Academic Promotions Appeal Panel

If an applicant who is not recommended by the College Promotion panel feels that the decision not to support their application for promotion was procedurally flawed, they may appeal the decision of the College panel. Those applicants wishing to appeal the decision of the College Promotion panel should advise Human Resources in writing of their intention to appeal. Applicants who wish to lodge an appeal against the College Promotion panel's decision must do so within 14 calendar days of receipt of the recommendation of the College Promotion panel which is sent by Human Resources.

Appeals **can only be made on procedural grounds** and should state clearly, **with evidence** why there is a belief that proper procedures were not followed by the College Promotion panel. To demonstrate a case of potential procedural irregularity the candidate may frame their appeal case along the following lines:

- the College has not followed a process that is articulated in the guidance for candidates;

- the membership of the College Promotion panel was not properly constituted;
- a section of the application for promotion submitted by the candidate was omitted from the paperwork considered by the College Promotion panel.

The Academic Promotions Appeal Panel membership will consist of a representative from Human Resources and at least two senior staff from across the University (these colleagues will not have been previously involved as part of the Departmental/College panel stage).

The decision of the Academic Promotions Appeal Panel will be final and will be provided, in writing, by Human Resources. Candidates will note that it is not the role of the Academic Promotions Appeal Panel to reassess applications for promotion.

The appeal outcome will be duly discussed with the Chair of the College Promotion Panel, as necessary.

COMPLETING THE APPLICATION PRO-FORMAS

The pro-formas contain headings that reflect the criteria for promotion, as set out in this document. It is vital, therefore, that you complete the pro-forma as comprehensively as possible and submit the relevant supporting evidence where required. Decisions relating to promotion will be made on the basis of the completed pro-forma, the publications on BRAD, the supporting evidence, and assessors' reports (where required).

Note – where possible Departments will provide a summary of student module evaluation as it relates to the teaching of applicants.

Should there be any particular circumstances that have had an impact on your ability to meet any of the particular promotion criteria, please set this out in the pro-forma. Please contact Human Resources if you require the pro-forma to be available in a different format.

Please note 1 – your evidence/supporting material should be pasted into the relevant final section of the application pro-forma.

Please note 2 - application forms that have not been completed correctly will be considered unsuccessful at Department level and rejected. *This will include applications where the clearly signaled word count limit for any section is not adhered to.*

When completing the application form please remember to:

- retain the alpha/numeric criteria listing as shown in the criteria document you are using.
- specify clearly on the application form which criteria you would like to be assessed as excellent, and which criteria you would like to be assessed as active.

Summary of critical dates

02/12/2019

Application Process Opens

31/01/2020

Application Process Closes

17/02/2020 – 13/03/2020

Department Panel Meetings

04/05/2020 – 29/05/2020

College Panel Meetings

31/07/2019

Promotion Process Closes

- clearly label your evidence with the criterion it supports, using the alpha/numeric listing as shown in the criteria document.
- adhere to the word count for each section as specified in the application form.
- ask a critical friend to review / sense check your application.

Finally and most importantly - colleagues who are turned down for promotion can sometimes experience, for example, loss of self-esteem and/or confidence, demoralisation, psychological problems, etc. This testifies to the importance of getting things right especially in terms of feedback and justification of decisions.

Therefore, the feedback provided by Chairs and HR colleagues must be very carefully and sensitively drawn up and timely. The feedback should be written, considerate, itemised and give clear indications of what needs to be done to be successful next time. There must be more than perfunctory justification and panel Chairs need to work very closely with HR colleagues to ensure the feedback is empathetic and supportive. Colleagues who have been unsuccessful, despite their feelings of disappointment should also understand that giving what will be considered 'bad' news is difficult and often stressful. A shared understanding of each other's position in such feedback situations should be the basis for this difficult discussion.