

## **ACADEMIC PROMOTIONS**

### **GUIDANCE FOR HEADS OF SCHOOL – YOUR ROLE IN THE PROCESS**

- **Encouraging staff to apply for promotion**

Heads of School should encourage appropriately qualified / experienced staff to apply for promotion, providing a clear rationale as to why they should (the decision to apply ultimately sits with the member of staff and they have sole responsibility for submitting their own application).

This includes staff from protected characteristics, including women as well as part time members of staff who, according to historic data, are less likely to apply for promotion. In addition, this historic data demonstrates that women are less likely than men to consider applying for promotion at a higher level that matches their achievements and experience and are, therefore, more likely to apply for the next level in the grading structure. Heads of School should therefore encourage women and part time staff to apply for a higher level promotion where they are of the view they demonstrate working at this level.

This should be discussed as part of the Annual Review. You should also discuss the application with the potential candidate and provide your views on the candidate's suitability for promotion. If the application is not supported, you should discuss it with the employee and provide them with an explanation as to why you do not support it.

- **Completing the Head of School Evaluation**

Once the application is submitted by the employee, you should complete the Head of School Evaluation form. It is the responsibility of the applicant to ensure that their application is made available to you early enough to allow sufficient time for the Evaluation statement to be completed and the application submitted prior to the closing date.

As part of completing the Evaluation, you are responsible for consulting with appropriate senior colleagues on the applicant's suitability for promotion and writing an evaluation report, clearly indicating why the application is supported or not.

The information included should provide a clear view on the applicant's suitability for promotion to the higher grade and should cover the following:

- State how the applicant meets / does not meet the criteria required for the promotion.
- Objectively highlight particular strengths of the application. Your evaluation should be factual, supported by evidence and include views on attainments and merits in relation to this possible promotion. Where specific tracks are considered, an assessment of these areas should be included in your report.
- As a guide, the areas that could be included within your Evaluation are listed below:
  - Contribution to research and scholarly activities.
  - Comment on ability relative to others in the field.

- Comment on contributions in recognised mediums such as scholarly publications, professional journals, invited contributions to conferences and work with relevant national and/or international bodies.
- Capacity as a teacher and general effectiveness in communicating with audiences who are not specialists in the field.
- Any comment on contributions to professional societies or policy forming bodies (nationally and internationally).
- Leadership abilities.
- Contribution to the management, development or quality enhancement of courses, programmes, people or policies.
- State areas requiring improvement, development or reservations about the application. These should have already been discussed with the applicant as part of Annual Review.

- **Your role at the Promotion sub-Committee**

Guidance for the Promotions Sub-Committee members can be accessed <here>.

During the sub-Committee meetings your role will also include summarising the key points from any Head of School Evaluations that you have completed for applicants.

- **Providing feedback – to both successful and unsuccessful applicants**

Once the outcome of the application is known, you should arrange to meet with the member of staff to discuss this. This relates to both successful and unsuccessful.

For staff who have been successful, you should meet to discuss this success, to congratulate them and take the opportunity to consider future work priorities.

For those who have been unsuccessful, you should meet with them to discuss the feedback provided in detail, what steps they can take to address this and what support you can provide them to help them going forward.

- Further information

If you have any queries regarding this guidance please contact your HR Partner.