**Promotions support programme**

Rationale for implementation

The University’s promotion routes and criteria changed significantly in 2014 and 2016 but are still based around performance in three contract functions, (i) research, (ii) teaching and, (iii) academic leadership and engagement (ALE). One contract function is normally dominant but all three have equal weighting in balanced cases.

*Summary of changes to the University promotions criteria since 2014*

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| **Pre-2014** |
| Promotion to SL/Senior Teaching Fellow | R-led or T-led routes (T&R), T+ALE route (T-only, Grade 9) |
| Promotion to Reader/Chair   | R-led route only  |
| Awarding panel | FHM’s HR Committee/Chairs and Readerships Committee  |
| **Post-2014** |
| Promotion to SL/Chair | Introduction of balanced route (T&R) |
| Awarding panels | University Promotions Committee (UPC), ≥Grade 9 |
|   | FHM’s HR Committee, ≤Grade 8  |
| **Post-2016** |
| Promotion to Chair | Introduction of T-led route (T&R) |
| Promotion to SL/Chair | Introduction of ALE-led route (T&R) |
| Promotion to Teaching Fellow | Introduction of T+ALE route (T-only, Grade 8) |
| Promotion to Research Fellow | Introduction of R+ALE route (R-only, Grade 8) |
| Promotion to Senior Research Fellow | Introduction of R+ALE route (R-only, Grade 9) |
| Awarding panels: | unchanged |

Between 2014 and 2017, all faculty promotion applications were balanced cases and our success for promotion to Professor (50%) was higher than the University average (38% for balanced cases) while that for promotion to Senior Lecturer (42%) was lower than the University average (61% for balanced cases).

Our relatively low success in Senior Lecturer promotions, together with the 2016 staff survey revealing that only 34% of staff were confident enough to put themselves forward for promotion, indicated that staff required more encouragement and support throughout the promotion process. The EEC launched a new support programme for promotions candidates in preparation for the December 2016 round. It had been informed through staff consultation during the promotions workshops.

The programme

In the new programme, all members of eligible academic staff are invited to a ‘promotions meeting’ with the Head of Division (or nominee) and at least one Promotions Champion (PC). PCs are senior members of staff with an intricate knowledge of the University’s promotions criteria and the norms for the discipline. In the first meeting a decision (amongst all parties) as to whether the case is ready for submission is made. If it is, the candidate is assigned a trained Promotions Mentor. If not, the candidate is given further support (e.g., a mentor, adjustment to their workload) to help prepare the case for re-evaluation the following year. The programme is summarised in the flow chart below.

Promotions Champions (at April 2018):

BLS: Alan Shirras, Jackie Parry

DHR: Katherine Froggatt, Chris Hatton

LMS: Jonathan Read

Current trained Promotions Mentors (at April 2018):

BLS: Jackie Parry, Rachael Rigby, Sarah Allinson

DHR: Katherine Froggatt, Catherine Walshe, Sarah Brearley

LMS: Peter Diggle, Dawn Goodwin, Laura Machin

Promotion data

December 2016 round (n=6): 1 SL promoted to Professor (50% success, Uni = 40%) and 2 L promoted to SL (50% success, Uni = 50%).

December 2017 round (n=12): 1 SL and 1 Reader promoted to Professor (100% success), 4 L promoted to SL (80% success) and 4 L promoted from 7 to 8 (80% success). University data not available yet.

FHM promotion support programme

**Start of process**

**(some time before application and then annually):**

Candidate’s\* CV is reviewed annually by line manager and Promotions Champions.

**Line manager and Promotions Champions agree there is a case for promotion.** Candidate is assigned a promotions mentor to help write the case.

**Line manager and Promotions Champions do not believe there is a case for promotion.** All provide qualitative feedback and if necessary HoD adjusts work-load allocation and candidate is assigned a mentor (if one not already assigned).

Candidate utilises feedback, with mentor, to shape a future promotions case.

HoD and Promotions Champions review the case and provide feedback. Candidate re-works case with mentor based on feedback. HoD writes supporting case.

Case goes to Dean for informal feedback.

Dean will support the case.

**September/October**

**End October**

Candidate and HoD fine tune case prior to submission in December.

Re-evaluation of case by Dean, HoD and candidate.