Academic Promotion Guidelines 2021
Contents

1. Introduction ................................................................. 1
2. Overarching Principles .................................................. 1
3. Eligibility ...................................................................... 2
4. Evidence to support application ..................................... 2
5. Application Process ....................................................... 5
6. Promotion Panel Process ............................................... 10
7. Appeals Process ........................................................... 13
8. Frequently Asked Questions .......................................... 14
9. Timetable ...................................................................... 15

Appendix 1 – Flow chart
1. Introduction

This document describes the process and provides guidance on the promotions framework at Queen Mary University of London.

The Guidelines are comprehensive and cover all stages of the process for academic applicants, the Heads of School/Institute Directors and promotion panels.

2. Overarching Principles

The annual Academic Promotion process provides academic staff with an opportunity to progress in their careers. The expectation for successful progression is that the applicant provides evidence of their contribution to the university, in line with our 2030 Strategy and Values, at the level for which they are applying. All academic staff will be notified when the promotion round is taking place.

In exceptional circumstances applicants may, at the discretion of the Principal, be considered for promotion at times other than the annual promotion round.

The process is one of self-application by an eligible member of staff. There is no requirement for prior approval or nomination by the line manager or another senior member of staff for an application. Ultimately the decisions on whether someone meets the criteria will be made by the promotion panels.

All staff should discuss career progression and application for promotion on an ongoing basis at appraisal or probation meetings. Discussions during such meetings should be documented and this information may be used by the applicant in their promotion application if desired.

Queen Mary policy is for all Lecturers to have a formal review of their ‘readiness for promotion’ within 3 years after the date of their appointment/promotion, and all Senior Lecturers and Readers within 5 years following their previous promotion.

The Academic Promotion round will be conducted in accordance with Queen Mary’s policies on Equality, Diversity & Inclusion which can be found at: http://hr.qmul.ac.uk/equality/

The Academic Promotion guidelines, and in particular the evidence/examples set out in the Academic Careers Framework document, are underpinned by the Queen Mary Values which are set out at: https://www.qmul.ac.uk/strategy-2030/

These guidelines also reflect that Queen Mary is a signatory of the San Francisco Declaration on Research Assessment (DORA). DORA promotes the responsible use of metrics when measuring and evaluating research and encourages assessment of research on its own merits rather than on the basis of the journal in which it is published.

When making an application for promotion, or when considering applications, Queen Mary emphasises quality over quantity; promotion does not depend purely on metrics such as grant income or citation numbers that might penalise those who are advancing fields not yet fully appreciated by the wider research community.
Queen Mary ensures consistency of approach in panel decisions by the following measures:

- Annual mandatory training in inclusion and unconscious bias is a requirement for all panel members and decision-makers involved in the process.
- There is a consistency of practice across all Schools/Institutes in relation to which office-holders serve on promotion panels;
- Mandatory briefing sessions are provided to all promotion panel members on the application of the criteria.
- Workshops are offered to all staff who wish to apply for promotion so that they understand the criteria and how best to prepare their applications.

In order to ensure fairness and inclusion in the promotion process (and to support the emphasis of promotion being on quality/ability), a full list of all eligible individuals within the School/Institute, will be provided by Human Resources, at the launch of the annual process, to the Head of School/Institute Director to:

- identify any potential cases for promotion and make contact with those individuals;
- provide encouragement to those who have the ability but have not yet applied.

3. Eligibility

Academic Staff (Lecturers, Senior Lecturers and Readers) are eligible to make an application for Promotion in 2020 if they meet the following criteria:

- they have one year’s continuous employment on 31 December 2020;
- they have successfully completed the previous academic year’s annual appraisal/probationary review.

4. Evidence to support application

Areas of Contribution

The work of academic staff covers the following Areas of Contribution and normally a minimum of three of these form the basis for a promotion application at Queen Mary. These are summarised below and full details are set out in the Academic Careers Framework.

- **Education**: This area encompasses activities of teaching delivery, module/programme and short course development and course/learning design. It also includes activities related to student support, including personal tutoring, employability and entrepreneurial initiatives to support student learning.

- **Research**: Research activity covers all aspects of the creation and application of new knowledge, however that manifests itself within your discipline. It is defined within the intellectual framework relevant to each Faculty that may be interdisciplinary, multidisciplinary or discipline-specific. Assessing the value and integrity of research is relevant to the expertise, knowledge and understanding each academic contributes to their field. The value of research can be measured by the quality and impact of research outputs. It is not the volume of output that is assessed; it is the contribution, creativity or influence the output represents.
- **Scholarship**: Scholarship includes publishing the outcomes of any pedagogical work in outlets of appropriate standing and influence, leading and contributing to bids for funding for student experience and education, or other scholarship activities in line with the overall strategy of the School/Institute and Faculty.

- **Citizenship & Inclusion**: This covers activities which enable the University to achieve the 2030 Strategy, support others to achieve their goals, and develop the University community. These may include: mentoring within your School/Institute or Faculty; serving on School/Institute, Faculty or University committees; contributing to policy development; involvement in, or leadership of, culture change within a discipline or team; promoting equality, diversity and inclusion for staff and/or students; and contributing to School, Faculty or University strategic activity.

- **External Engagement & Enterprise**: This is a broad area of externally facing activities, including knowledge exchange, public engagement and enterprise. It includes contributions to public engagement initiatives and activities which generate mutual benefit, influencing internal and external priorities and practice. It encompasses creation of partnerships with other organisations (commercial and non-commercial), leadership in societal engagement and demonstrating research impact. Enterprise activity covers engagement and income-generating activity with business, the public sector and the third sector on research, policy-making, executive education and professional development. Additionally, this category may include working to influence the higher education agenda in a specific disciplinary area, or more generally, and using scholarship to engage in a range of activities that influence and impact on society, economy, industry, government or public policy.

- **Professional Practice**: This area covers continuous development and maintaining a national reputation in the field of practice, maintaining an in-depth technical knowledge of, and an up-to-date understanding of, developments affecting the practice of the profession, offering consultancy or policy advice to public or regulatory bodies and holding advisory board membership of professional organisations.

An applicant must demonstrate **sustained excellence** in the submitted areas of contribution and it is usual that this will be in at least three of the areas described above. The focus of an academic’s role will be reflected in a formal designation i.e., Teaching and Scholarship (T&S), Teaching and Research (T&R), Teaching and Professional Practice (T&PP).

External Engagement and Enterprise ideally should be one of the main areas of contribution if the role is predominantly focussed on leading research or education. It is recognised that the opportunities for doing so may vary by discipline.

All applicants should demonstrate their Citizenship and Inclusion within Queen Mary, by reference to the University values and also (as appropriate) their activity within the Citizenship and Inclusion Area of Contribution.

Promotion decisions are based on a review by panel members of the written evidence presented to them. The burden of proof is on the applicant to demonstrate that they meet the promotion criteria. The emphasis is also on the quality of contribution and not on “time served”. The contributions that are considered are those made whilst employed at Queen Mary.
A sustained case in three of the areas of contribution is likely to present better than a moderate case across all areas. Promotion is awarded where excellence is demonstrated, and certainly where the performance of the applicant outstrips substantially what is expected of an individual at their current level of role and the threshold level in areas of contribution. However, where there is exceptional success in a particular area, promotion may be granted on the basis of excellence in two areas of contribution only; an example of such a scenario is a case of sustained high impact, internationally leading research associated with external engagement.

Through the Queen Mary Performance & Development Appraisal Scheme (and Joint Clinical Appraisals where applicable), all staff should be kept aware of:

- the standards necessary to achieve advancement or promotion,
- the extent to which progress towards those standards has been achieved, and
- the help which will be provided to assist that progress.

**Types of Contribution**

As well as focusing on Areas of Contribution, applicants are expected to show their excellence in the following for each Area:

- **Excellence in Delivery**: these are the outputs that an academic is expected to deliver as a core part of their job.
- **Excellence in Development**: those activities that an academic is engaged with which may not lead to an immediate, short-term output but will, in the longer term, enrich the quality and scope of the discipline as well as the experience of their students and colleagues in the university.
- **Excellence in Leadership**: the activities that denote the achievement of a widening sphere of influence. These are likely to include: guiding and mentoring/coaching others; shaping and influencing the direction and agendas within their discipline, leading educational activities in the School/Institute, Faculty or the university; shaping and influencing wider societal agendas.

The examples of evidence in each Area of Contribution are not necessarily an exhaustive list, but intended to illustrate excellence for each level of role. The framework indicates activity areas, not standards. The determination of standards of excellence belongs within an academic discipline, School/Institute or Faculty.

**The UK Professional Standards Framework**

Evidence of activities described within the UK Professional Standards Framework are also expected for promotion, with an accreditation in recognition of teaching expertise at least equivalent to Higher Education Academy Fellow, either at the time of promotion or within an agreed timeframe following promotion as a minimum.

Application for a professorial appointment is strengthened by the equivalent of Fellowship at the level of Higher Education Academy Senior Fellow.

If the promotion is based on activities in the areas of Education and Scholarship, then the academic is expected to be working towards Higher Education Academy Principal Fellow.
5. Application Process

Guidance for Applicants

It is strongly advised that all applicants considering an application for promotion seek advice regarding their application prior to submission. These discussions should occur ideally with the Head of School/Institute Director and/or a senior academic such as their direct line-manager, mentor or other senior colleague.

An application will be considered through the process outlined below even if the applicant does not seek advice from senior staff. A summary of the process is in a flow chart in Appendix 1.

Each applicant should submit an Application for Promotion document to their Head of School/Institute Director. The application document includes:

- an applicant statement where individuals provide evidence to support their application
- a CV template *(which must be adhered to)*

The applicant may also wish to submit a confidential Personal Circumstances Statement to Human Resources – further details are on page 7 of these guidelines.

Applicants are permitted 500 words per area of contribution. This word allocation can be distributed unevenly between areas if the applicant wishes to expand one area more than another. For example if an applicant decides to apply on the basis of three areas such as Research, Education and Citizenship then a total allocation of 1500 words is available that can be allocated to each area as the applicant sees fit.

You may also want to include information from your appraisal in support of your academic promotion. If so, please copy/paste any relevant information into your application as part of the 1500 word count.

**No other documentation such as references, sample publications or additional attachments should be provided.**

Applicant’s Statement

Applicants are advised to prepare their evidence in the context of the other documentation making up their application and to avoid unnecessary repetition.

The Applicant’s Statement is the opportunity to focus on their particular achievements and contribution since appointment to their current role or their last promotion. Applicants must provide evidence to demonstrate how they meet the criteria for the level to which they wish to obtain promotion, with emphasis on the quality of delivery against the Academic Careers Framework. It is important for applicants to consider that for promotion to be successful it is usually expected that contributions have been sustained at a high level. For recognition of one off activities that go above and beyond expectations of a role within the year, the Staff Bonus Scheme may be more appropriate.

Promotion decisions will only be based on a review by the panel members of the written evidence that has been presented to them.
In presenting an application, the applicant should allow for assessment by an inter-disciplinary team and therefore avoid using abbreviations and explain anything that might be unclear to the reader, such as indicators of excellence for the discipline.

The application form has been designed to encourage the submission of evidence in a narrative form. There is a series of free text boxes titled Narrative 1, 2, etc. These enable the applicant to present their evidence in a way that causes minimal break-up of the flow of their account. Underneath each narrative box you are asked to specify which Area of Contribution the narrative relates to. Within each narrative, please also indicate the type of contribution (excellence) that is being evidenced.

There may be occasions when a narrative supports more than one Area of Contribution. There is space under each Narrative to provide a brief commentary on any further Areas of Contribution that are relevant.

Please do not exceed an average of 500 words per Area of Contribution.

Applicant’s CV

Applicants are required to submit their CV as part of their application. The template CV included in the application form enables applicants to provide as complete a case as possible. Applicants will not be disadvantaged if, due to the academic discipline in which they operate, some areas of the template remain blank: if there is no relevant entry to be made under a heading or sub-heading, indicate a ‘Nil’ return.

Your CV should be no more than ten sides of A4, excluding publications and summary of Research Grants. It should be presented in Arial, font size 11 with single spacing and should adhere to the format in the application form. To ensure equity, applicants are expected to adhere to these guidelines. The consistent presentation of information is also helpful to panel members when reviewing cases. Candidates will therefore be asked to resubmit their CV if not presented within these guidelines. Failure to provide a document that adheres to these guidelines will result in the application not being taken forward for consideration.

In completing the CV, applicants may find it helpful to refer to the examples of evidence in the Academic Careers Framework. However, it is not expected that you should present all the types of evidence listed for your selected categories.

Personal Circumstances

The University recognises that some individuals may have specific personal circumstances that may have affected or continue to affect their ability to contribute, whether by reduction in the volume or range of activities that they were/are able to undertake, or in other ways.

Circumstances that may be taken into account include:

- Absences on maternity, paternity, adoption or shared parental leave
- Periods of part time or other flexible working
- Breaks in employment due to non-consecutive fixed-term contracts
- Disability, injury or ill health (permanent or temporary)
- Absence from work whilst acting as a carer or undertaking domestic responsibilities
- Absence due to ill-health or injury
- Career breaks unconnected with academic responsibilities
• Substantive absences that the university is legally obliged to permit (including involvement as a representative of the workforce or for religious observance)
• Agreed special leave of absence on secondment to other organisations
• Impact of widescale national/international events such as a pandemic e.g. COVID-19
• Other personal circumstances having comparable impact on an individual’s achievements to those listed above.

Individuals who feel that such information needs to be taken into account in assessing their contribution should declare it on the Personal Circumstances Statement and submit this to Human Resources at the time that they make their application to their Head of School/Institute Director. Any information declared will remain confidential and will only be seen by a Personal Circumstances Panel. Advice/guidance on declaring personal circumstances is available from Human Resources.

Individuals are not obliged to declare any circumstances on the Personal Circumstances Statement if they do not wish to. However, if not declared, such matters cannot be introduced at a later stage in the process, including in any subsequent appeal against the decision of the Promotion Panel or the Academic Promotions Group.

A Personal Circumstances Panel, chaired by a Vice-Principal and including a representative from Human Resources and a senior member of the academic staff will meet to consider the personal circumstances. Individuals who have declared that they have personal circumstances may attend the meeting, should they wish to address the panel in person.

The Personal Circumstances Panel will assess the impact on their normal work activities as a result of the circumstances involved. A summary of the impact will be provided to the Promotion Panel by Human Resources. No details of the specific personal circumstances will be provided to the Promotion Panel.

The Promotion Panel will take the impact into consideration when deciding the effect this may have had on their contribution, with the aim of calibrating their usual expectations of what should have been achieved during a specific period. The standards and quality of the contribution expected for promotion will still need to be present.

Commentary from Head/Director on behalf of the School/Institute Group

The role of the Head/Director relative to the development and promotion of their people extends beyond the completion of the relevant forms as part of an individual’s application. The person considering an application should meet with their Head/Director to understand the extent to which they are (or are not yet) ready for promotion. A discussion with a mentor in the School/Institute or another colleague close to their specialty may also be appropriate. The Head/Director should ensure fair, inclusive, supportive and honest conversations take place.

In order to ensure fairness and inclusion in the promotion process (and support the emphasis of promotion being on quality/ability), a full list of all eligible individuals in the School/Institute, provided by Human Resources, will be considered by the Head of School/Institute Director to:
  • identify any potential cases for promotion and make contact with those individuals
  • provide encouragement to those who have the ability but have not yet applied.

It is the Head/Director’s responsibility to take the internal and external advice necessary to ensure they are able to make an informed statement. Where the Head/Director identifies a
conflict of interest between themselves and the applicant, they must nominate another senior member of staff within the School/Institute to lead completion of the statement.

A Head/Director should be happy to share the evaluation with the applicant, because the final application document, including Head/Director commentary, will be sent to the applicant by Human Resources following submission. It is important that informal discussions with potential applicants and the written statement complement each other; substantial differences between these may compromise the credibility and perceived fairness of the overall process.

Heads/Directors should recognise that their recommendations on behalf of the School/Institute Promotion Group will have significant influence with the Faculty Panel.

The Framework is there to inform and guide. It is the responsibility of Heads/Directors and Faculty Panels to exercise their best judgement and ensure decisions are fair. Where the form has a series of check-boxes, these are provided to crystallize or summarise assessments of evidence. The exercise is designed to be a systematic exercise of judgement, and such tools for assessment are there to help ensure consistency in approach.

If an academic is unable to demonstrate sustained excellence in engagement and achievements, at the appropriate level, in a minimum of three of the areas of contribution, as indicated on page 3, they would not normally be considered for promotion (although in exceptional situations, applications may be considered where there is a very high level of contribution in fewer than three areas of contribution, for example a case of sustained high impact, internationally leading research associated with external engagement).

**School/Institute Promotion Group Meeting**

The School/Institute Promotion Group is a meeting of academics. This meeting will be chaired by the Head of School/Institute Director and include the Deputy Head/Institute Director (or equivalents up to no more than three individuals) and an appropriate number of senior staff in the School/Institute proportionate to its size and management structure (typically including the Lead for Academic Development, the Academic Lead for Education and the School/Institute Manager or equivalents).

The Head of School/Institute Director should ensure, as best as possible, that the panel is appropriately representative and inclusive.

This Group will meet **at least 1 week** prior to the deadline for Heads/Directors to submit all completed applications to Human Resources. At this meeting the Chair will need to complete the Group Meeting pro forma.

Each School/Institute Promotion Group should consider all applications in order of seniority beginning with the applications for Senior Lecturer, followed by Reader and then Professor. The Group should be able to form an evaluation of the case with analytical as well as purely factual input, together with clear evidence to support statements under each section.

In rare circumstances, the Head/Director can seek further information from the applicant or other staff relevant to the application. Where this is required and additional information is provided, the Head/Director should seek comment/views from fellow Group members prior to completion of the final statement.
Head of School/Institute Director Statement

From the group discussions, the Head/Director should formulate a statement on behalf of the Group that explains the decision to support or not the application. This statement (maximum 200 words) will be shared with the Group prior to submission to enable collective agreement.

The case for promotion or award of title is based on achievements in the Areas of Contribution in line with the University Values. The examples of the evidence in these areas are in the Academic Careers Framework. In preparing a statement, Heads/Directors may also find it helpful to use any additional guidance or standards specific to their School/Institute or Faculty. The form has been designed to enable the Head/Director to provide a short commentary against the relevant Areas of Contribution, and to evaluate the particular Area of Contribution as: not met/partially met/met. All of these decisions should be formulated during the School/Institute Promotion Group meeting. The outcome for each Area of Contribution should be discussed and final collective decision made.

The School/Institute Promotion Group should bear in mind that members of the Faculty Promotion Panel and Academic Promotions Group may not be entirely familiar with the sort of profile expected of a promoted person in the subject area. It is therefore essential to provide appropriate subject-specific knowledge and context including the norms for publication (e.g. types of publication rated highly, norms expected in terms of quality/numbers, the place of joint research, the availability of research funds, etc.).

The completed Applications for Promotion together with the Group Meeting Pro Forma will be forwarded by the Head/Director to the Human Resources Department in order that papers may be collated and circulated to the Faculty Panel.

Applicant’s Response

A copy of the final statement will be provided to each applicant by Human Resources to allow those who wish to respond to any comments via an Applicant Response for the Faculty Panel.

If applicants wish to make an Applicant Response, this should be done within 3 weeks of the Faculty Panel Meeting and on no more than 1 A4 page with a minimum of 2 cm margins in Arial font and 11pt. The provision of Applicant Response must be made within the deadline.

Providing External Referees

For those applications requiring further consideration for the conferment of title of Reader or Professor, the Head of School/Institute Director will provide contact details for at least six possible external experts who could provide an opinion on each individual case for promotion.

An applicant may be asked to provide details of two experts in their field, neither of whom should have substantive recent collaborations with the applicant (including joint publications or research grants), or have a personal/familial relationship with them. The Head of School/Institute Director will then add the contact details for a further four experts. For applications with a Research component at least 1 international expert should be sought.

Applicants should not approach anyone they think might act as an external expert in relation to their application for promotion.
6. Promotion Panel Process

Faculty Panel Composition

Each panel will be chaired by the Faculty Vice-Principal and will be made up of the Deans for Research and Education and the Heads of Schools/Institute Directors (or individual with delegated authority) within that faculty. In addition, each panel will include the Faculty Academic Lead for Equality, Diversity & Inclusion and at least one Head of School or Institute Director from another Faculty. The Chair should seek to attain panel membership that reflects a gender balance and representation from staff of black and ethnic minority backgrounds at a suitably senior level. The membership of the Panel should be detailed in the Faculty Panel Meeting Pro Forma.

Each Head/Director will present the applications from staff within their School/Institute or equivalent. The Panel will discuss the applications against the criteria for promotion and will agree their recommendations as a group.

Where the applications for consideration are numerous, the panel may choose to meet on more than one occasion.

The Faculty Academic Lead for Equality, Diversity & Inclusion will attend as an observer to the process and has the remit to provide their observations on the process with respect to the University’s commitment to equality, diversity and inclusion. A summary of their observations will be minuted. Any issues raised will be documented and any immediate actions that are required to mitigate or resolve issues will be actioned as far as possible during the meeting. The role of the Equality, Diversity & Inclusion observer does not include any input into the decision-making process. The Reward & Benefits Manager would normally also attend, to advise on process, and the Reward & Benefits Administrator will attend to take minutes.

Faculty Panel Application Considerations

At the start of each panel meeting, a summary of any actions that have arisen from the previous year’s promotions meeting will be reported. The panel will also review summary statistics of applicants and success rates from the previous years with respect to gender, ethnicity, disability and role status (i.e. T&S, T&R, T&PP) to identify any potential issues of equity. These statistics will be provided by Human Resources prior to the meeting. Any potential actions required from this review or related to equality, diversity and inclusion issues from the previous year’s meeting will be discussed and minuted.

At the start of the Panel meeting each Head of School/Institute Director will be asked to summarise the information provided in the School/Institute Promotion Group Meeting Pro Forma and provide detail regarding the number of eligible applicants versus number applied. The aim is to ensure that equity of process has occurred across the Faculty.

Each Head/Director will also be asked to present all of the applications (whether supported or not) from their School/Institute commencing with applications for Senior Lecturer. All Senior Lecturer applications will be considered first, with each Head/Director presenting applications from their School/Institute in turn. Once all applications for Senior Lecturer have been considered, the Vice Principal will summarise decisions overall for each School/Institute and undertake a final assessment of equity across the Schools/Institutes before progressing to
consider the applications for Reader and repeating the above process. Once complete, the whole process will be repeated for applications for Professor.

If the number of applications for consideration is substantial, a panel can reconvene on more than one occasion. The aim should be for applications for a particular level to be considered at the same meeting, e.g., Senior Lecturer applications considered at the same meeting.

For each applicant, a short summary of the decision and reason will be made, entitled **Summary Faculty Panel Applicant Outcome Statement**.

Panels will operate according to principles of:

- Natural justice
- Fairness
- Equal opportunity
- Transparency (e.g. in declarations of interest)
- Appropriate discretion

Decisions on promotion are based on an objective review by panel members of the written evidence presented to them to determine whether, in light of the evidence, the criteria for promotion have been met.

The burden of proof is on the applicant to demonstrate that they meet the requirements for promotion. Panels are required to make judgments about promotion exclusively on the basis of the documentation presented to them. Where evidence is not provided, promotion should not be recommended. Where there is a conflict of interests between a panel member and an applicant, the decision will be made by the remaining panel members and the relevant member will absent themselves from the meeting whilst the application is discussed.

Faculty Panels will be held in accordance with the timetable set out in section 9.

Faculty Panels agree which applications are supported within the Faculty to go forward for consideration by the Academic Promotions Group, where university-wide issues of equity and comparability will be considered. In the instances where there is uncertainty regarding whether the level of contribution is sufficient for promotion to Reader or Professor the default decision is that external reviews will be sought and considered together with the application by The Academic Promotions Group.

All applicants will be contacted by Human Resources on behalf of the Head of School/Institute Director at this point to confirm the status of their application.

In the case of applications that are not supported by the Faculty, these will be deemed unsuccessful, and the relevant Head of School/Institute Director will discuss with these applicants why they have been unsuccessful and advise on career development as appropriate.

In addition, after the Faculty Panels have met, all unsuccessful applicants will receive a letter from the Human Resources Reward and Benefits Administrator, on behalf of the Faculty Vice-Principal, which summarises the panel decision. This includes a statement setting out why the application did not progress. After receipt of the letter and statement, the applicant may wish
to seek a further meeting with their Faculty Vice-Principal and/or School Head/Institute Director and/or Line Manager.

**Seeking External Expert References**

For those applications requiring further consideration for the conferment of title of Reader or Professor, the relevant Head of School/Institute Director will provide contact details for at least six external experts who could provide an opinion on each individual case for promotion.

The Faculty Vice-Principal is asked to prioritise these external experts for obtaining references and then, on behalf of the Faculty Vice-Principal, the Reward & Benefits Administrator will seek confidential opinions on the case for promotion from at least three of the external experts, one of whom should normally be from another UK University and (for Research) one of whom should be from an overseas institution. For Teaching and Scholarship applicants, three external opinions are still required but there is no requirement for an overseas expert opinion.

Experts should be of appropriate standing and able to give an objective, impartial opinion of the applicant’s contribution with explicit reference to the relevant criteria.

**Academic Promotions Group**

Once all external expert opinions have been received and collated the Academic Promotions Group will convene, in accordance with the timetable, to consider all remaining applications.

Membership of the Academic Promotions Group is:

- Principal
- Vice Principal - Health
- Vice Principal - Humanities & Social Sciences
- Vice Principal - Science & Engineering
- Vice Principal - Education
- Vice Principal - Research & Innovation
- Vice Principal - Policy & Strategic Partnerships, or Vice Principal - International
- Vice-Principal - People, Culture and Inclusion

Where there is less than 50% gender equity, in addition to the above, a senior academic (Head of School/Institute Director or equivalent) will be recruited to the Group to represent the minority gender. In addition, the Group will have representation from senior staff of black or ethnic minority backgrounds at a suitably senior level, as far as is reasonably practicable. In addition, the Reward & Benefits Manager would normally attend to advise on process and the Reward & Benefits Administrator will attend to take minutes.

The Academic Promotions Group will seek to ensure consistency of judgment from year to year and will also review outcomes for protected equality groups. This will take the form of summary statistics of applicants and success rates at the meeting. The Academic Promotions Group will be free to seek and obtain further written external confidential assessments, as required. Formal notes on each applicant will be generated. Collated data on applications and success rates with respect to gender and ethnicity will be published on the intranet within 6 months of the Academic Promotions Group meeting.
Applicants considered for promotion and conferment of title by the Academic Promotions Group will be informed of the outcome in writing, in accordance with the timetable.

In the case of unsuccessful applicants, the relevant Faculty Vice-Principal (or their nominee) and Head of School/Institute Director will discuss with them the reasons why they have been unsuccessful, provide the Academic Promotion Group notes summary of these reasons and advise on career development as appropriate.

7. Appeals Process

The promotions process has been constructed to ensure a fair and equitable opportunity for progression for all academic staff. Any applicant not promoted or awarded a title by the Academic Promotion Group who remains dissatisfied shall have the right of appeal only on the grounds of a defect in procedure (i.e. these guidelines have not been followed).

The appellant must state the nature of the procedural defect in their appeal and the impact they feel this had on the consideration of their case. The appeal statement must be no longer than 2 sides in Arial 11 point, no additional documentation will be accepted at this stage. In making an appeal the appellant must ensure that the appeal does not include comments/opinions that cannot be substantiated or supported by factual information.

The applicant shall be permitted four weeks from the date of the receipt of their final outcome letter to make an appeal.

The Appeal Committee will review all appeals. The Human Resources Director will set up an Appeal Committee constituted of the following membership:

- Chair: Vice Principal Policy & Strategic Partnerships; or Vice Principal International;
- Human Resources Director;
- Two Members of Academic Staff, selected by Principal, neither of whom shall be from the same School as the appellant, nor have been previously involved in the case. The identities of the academic members shall be made known to the appellant and they will have the right of objection. The rationale for objection must be sent to the Chair of the Appeal panel for consideration. If the objection is against the Chair, this should be sent to the Human Resources Director for consideration.
- A representative chosen from one of the Faculty Equality and Diversity Groups.

The Human Resources Director will appoint a secretary to the Appeal Committee.

The Committee will have access to all material available to the Academic Promotions Group and receive submissions from the appellant and their Faculty Vice-Principal and Head of School. The Committee may call upon any other persons it deems relevant, in which case the appellant will be informed.

The appellant may be accompanied by a trade union representative or a workplace colleague for the purpose of presenting their case. All parties at the hearing will hear evidence from both sides; at no point shall oral evidence be presented behind closed doors (in camera).

The decision of the Committee will be final. There is no further right of appeal.
The Committee will make one of the following decisions:

- To dismiss the appeal as there are no grounds for claiming a defect in procedure, or
- To uphold the appeal on the grounds that there was a defect in procedure. In this case the application should be referred back to the point in the process where the defect occurred, so that this can be corrected before being reconsidered by the Academic Promotions Group, taking account of the reasons for the appeal.

The Committee will provide an outcome to the appellant within eight weeks of the appeal being received.

8. Frequently Asked Questions

**Who can apply?**
Any academic member of staff with one year’s continuous employment on 31 December 2020, who has completed the previous year’s annual appraisal/probationary review.

**When do I need to apply by?**
Applications need to be fully completed and emailed to the individual’s Head of School/Institute Directors by 29 January 2021.

**Who makes the decisions?**
Applications, including Head of School/Institute Director recommendations, are first considered at the Faculty Panel, where a decision is made as to whether each application should be supported for promotion at the Academic Promotions Group, who then make the final decision on the applications supported by the Faculty Panel.

**When will my successful promotion become effective from?**
All successful applicants will have their promotion implemented with effect from August 2021. This includes the change of title and any relevant changes in salary.

**Will the promotions round change in the future?**
The Academic Promotions round is reviewed each year before launch to ensure it remains fit for purpose.

**Who do I contact if I have any questions?**
Please contact either your line manager or one of the Reward & Benefits team within Human Resources.
### 9. Timetable

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Announcement of the Academic Promotions round by the Principal and</td>
<td>Wednesday 9 December 2020</td>
</tr>
<tr>
<td>documentation available on Connected</td>
<td></td>
</tr>
<tr>
<td>Workshops and briefing sessions</td>
<td>December/January</td>
</tr>
<tr>
<td>Discussion of application with Head of School / Institute Director</td>
<td>December/January</td>
</tr>
<tr>
<td>Opening of application submission</td>
<td>4 January 2021</td>
</tr>
<tr>
<td>Application for Promotion document to be emailed to Head of School /</td>
<td>26 February 2021</td>
</tr>
<tr>
<td>Institute Director</td>
<td></td>
</tr>
<tr>
<td>Submission of Personal Circumstances Form (if applicable) to HR</td>
<td></td>
</tr>
<tr>
<td>Personal Circumstances Panel</td>
<td>By 15 March 2021</td>
</tr>
<tr>
<td>School/Institute Promotion Group panel meetings</td>
<td>22 March – 1 April 2021</td>
</tr>
<tr>
<td>Head of School / Institute Director to complete statement on each</td>
<td>By 9 April 2021</td>
</tr>
<tr>
<td>Application and email the Application documents to Human Resources</td>
<td></td>
</tr>
<tr>
<td>Submissions discussed at Faculty Panels</td>
<td>By mid-May 2021</td>
</tr>
<tr>
<td>Email to all applicants informing them of whether their application</td>
<td>By 17 May 2021</td>
</tr>
<tr>
<td>will be subject to further consideration by Queen Mary</td>
<td></td>
</tr>
<tr>
<td>The time between 17 May and mid-July 2021 will be used to seek</td>
<td></td>
</tr>
<tr>
<td>expert opinions for applications for Professor and Reader who will</td>
<td></td>
</tr>
<tr>
<td>be subject to further consideration.</td>
<td></td>
</tr>
<tr>
<td>Academic Promotions Group</td>
<td>By end-July 2021</td>
</tr>
<tr>
<td>Decisions and new salaries communicated, with promotions effective</td>
<td>By end-August 2021</td>
</tr>
<tr>
<td>August 2021</td>
<td></td>
</tr>
</tbody>
</table>

Please note: The timetable and deadlines above will be followed as closely as possible. Every effort will be made to achieve a speedy outcome, but maintaining the quality of the academic promotions round is more important.
Academic Promotion
Appendix 1 - Flow Chart

Appraisal / probation meetings

Candidates to assess whether that they meet the criteria for promotion

NO

Discuss career progression with line manager

YES

Application sent to HoS/ID

Discussion with HoS/ID/mentor/line manager

Commentary by HoS/ID, informed by School/Institute promotion group

HR share final paperwork with applicant with option to respond

Faculty Panel Meeting, HoS/ID confirm status of application with applicant.

Recommendation

YES

Reader / Professor

Senior Lecturer

External experts approached by HR, recommended by Faculty Vice Principal following liaison with HoS/ID

Academic Promotions Group meeting

HR informs applicant of outcome in writing

Written feedback by Faculty VP with Summary Faculty Panel Applicant Outcome Statement. Meeting with VP/nominated deputy and HoS/ID as requested by applicant

Time scale
Summer - Autumn
January
February
March
April - May
June
August

December 2020