

Academic Promotions Process and Governance

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1. Purpose

- 1.1 The annual academic promotions process provides the university with the opportunity to recognise sustained excellence and academics with the opportunity to progress their careers.

2. Principles

- 2.1 The Academic Promotion process is based on fairness, equal opportunity and appropriate transparency.
- 2.2 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.
- 2.3 Judgements on whether an applicant meets the criteria for promotion are made on the basis of the submission of written evidence in the application form and accompanying CV. Having reviewed the application form and CV, groups and panels may need to take other forms of evidence taken into account as appropriate.
- 2.4 The expectation for promotion is that the applicant must have provided clear evidence that they have contributed to the University through excellence in delivery, development and leadership, across the relevant areas of contribution, for the career level for which they are applying, in line with the Academic Career Framework and the Queen Mary Values.
- 2.5 The applicant is responsible for completing the promotion application form and CV, and for demonstrating that they meet the expectation above.
- 2.6 Heads of School/Institute are responsible for running annual promotions processes within their School/Institute, including ensuring that process, criteria and guidance are communicated to all academic staff. Further responsibilities for Heads and Panel members are described in the Academic Promotion – Guidance for Panel Members document online.
- 2.7 The contributions that are considered for promotion are only those made whilst at Queen Mary and since the applicant's last appointment/promotion at Queen Mary.
- 2.8 The Academic Career Framework has examples of forms of excellence for each career level and across every Area of Contribution. These examples are illustrative rather than exhaustive. Applicants are not required to show that they have undertaken every aspect of activity listed under each area of contribution.
- 2.9 Academic standards of excellence are determined by the academic discipline and/or professional body, as assessed by the School/Institute and Faculty.
- 2.10 The promotions process is conducted in line with the San Francisco Declaration on Research Assessment (DORA), to which Queen Mary is a signatory. DORA promotes the responsible use of metrics when measuring and evaluating research and encourages assessment of research on its own merits rather than being based exclusively on the journal or output medium in which it is published or disseminated.
- 2.11 To ensure that decisions on promotions are robust and consistent, applications go through multiple layers of assessment. Promotions applications are considered by School/Institute Promotion Groups, which make recommendations on outcome, by Faculty Panels, which are the prime decision-making bodies, and a University Academic Promotions Group, which reviews and ratifies Faculty decisions. All recommendations and decision are made by reference to the Academic Careers Framework and Queen Mary's Values.

- 2.12 Consistency of approach across groups and panels is further supported by:
- ❖ Detailed description of process and governance as per this document.
 - ❖ The requirement that all panel members undertake Introducing Inclusion e-learning (training in equality, diversity and inclusion, tackling barriers and unconscious bias) before their first attendance at a group/panel and thereafter every two years.
 - ❖ The requirement that the same officeholders serve on promotion groups/panels across all Schools/Institutes and Faculties.
 - ❖ Mandatory annual briefing sessions for all promotion group/panel members on the Academic Career Framework and on these guidelines.
 - ❖ Briefing sessions for academic staff who wish to apply for promotion so that they understand the criteria and how best to prepare their applications. Recorded versions of these sessions are made available annually on QM's intranet.
- 2.13 Applications are assessed on the basis of both quality, in terms of the achievement of excellence, and quantity, in terms of the volume of evidenced results appropriate to the amount of time allocated to an area of contribution by a Workload Model or Workplan over the period under consideration, and taking into account personal circumstances as declared and assessed during the promotion application process.
- 2.14 The Academic Promotion round is conducted in accordance with Queen Mary's policies on Equality, Diversity and Inclusion which can be found via [this link](#). The promotions process includes an opportunity for applicants confidentially to disclose personal circumstances which may have affected their work during the period under consideration. The scale and duration of impact are assessed by a separate cross-University Personal Circumstances Panel, and the assessment of impact (not the personal circumstances themselves) is communicated to, and taken into account by, Promotions Groups and Panels.
- 2.15 School/Institute Promotion Group recommendations are shared with applicants, who are given the opportunity to write an 'Applicant Response', which is considered by the Faculty Panel alongside the original application and recommendation.
- 2.16 All applicants will be informed of decisions only after the University Academic Promotions Group has met. They will be informed of outcome by Rewards and Benefits, with brief feedback drawn from the Faculty Promotion Panel meeting. Unsuccessful applicants will subsequently receive feedback from their Head of School/Director of Institute.
- 2.17 Unsuccessful applicants have the right to appeal the decision on their application.

3 Timing

- 3.1 The academic promotions cycle is aligned with the annual appraisal cycle, reflecting their relationship in academic career development.
- 3.2 At the start of the annual appraisal cycle, Rewards and Benefits will provide Faculty Panel members with an analysis of the previous year's promotions cycle, including any previously agreed actions and an EDI breakdown of successful and unsuccessful applicants. The Faculty EDI lead will attend Faculty Executive, which will run through any actions from the previous cycle and support Heads to approach the coming cycle equitably across Schools/Institutes.
- 3.3 At the same time, Heads of School/Institute will be provided with a full list of all those in their unit who will be eligible for promotion in the coming cycle, in order to:
- ❖ identify any potential cases for promotion, make contact with those individuals, and give them time to develop an application if they so wish

- ❖ provide encouragement to those who have the track record of achievement to apply for promotion but have not previously applied.
- 3.4 A formal announcement of the opening of the academic promotions round will normally be made in the autumn of each year, with a full set of deadlines for applicants, Heads of School/Institute and Faculty panels, as well as an expected date for outcomes to be confirmed.
- 3.5 In exceptional circumstances, applicants may, at the discretion of the President & Principal and on the advice of Faculty Vice-Presidents, be considered for promotion at times other than the annual promotions round.

4 Eligibility

- 4.1 Academic staff are eligible to make an application for promotion if they:
 - a) have one year's continuous employment on 31 December in the academic year of the application cycle
 - b) have successfully completed the previous academic year's annual appraisal cycle/probationary review
 - c) have completed all mandatory training for their role by the due dates set by the University.
 - d) have achieved accreditation of teaching expertise at least equivalent to Higher Education Academic Fellow, or have clear evidence of sufficient progress having been achieved to having achieved this accreditation by the end of the current academic year (this evidence should be set out in the promotion application).
- 4.2 Queen Mary may also confer the title of Professor or Reader on a consultant in the NHS who is not directly employed by Queen Mary but who:
 - a) is in full-time practice as a consultant or has equivalent status in the NHS;
 - b) is undertaking for Queen Mary, as a regular commitment, a substantial amount of teaching for degrees, diplomas, and/or certificates of the University;
 - c) is substantially involved in research and has access to adequate facilities and staff to ensure the ongoing maintenance of research interests; and
 - d) has status, rights and privileges in Queen Mary equivalent to academic members of staff.
- 4.3 Through the Queen Mary Appraisal Scheme (and Joint Clinical Appraisals where applicable), it is expected that all academic staff should be kept aware of:
 - a) the standards necessary to achieve advancement or promotion,
 - b) the extent to which they have achieved progress towards those standards,
 - c) any help or support that will be provided to assist that progress.
- 4.4 Queen Mary expects Heads of School/Institute to ensure that:
 - a) Lecturers have a formal review of readiness for promotion within 3 years of appointment
 - b) Senior Lecturers and Readers have a review within 5 years of their last promotion
- 4.5 Academic staff are recommended to discuss their career progression and readiness to apply for promotion on an ongoing basis at appraisal or probation meetings, and to discuss any promotion application with their line manager as part of its preparation.

5 Making an Application for Promotion

All relevant guidance and documentation can be found [here](#).

- 5.1 Applicants must submit an Application for Promotion to their Head of School/Institute Director by the deadline communicated at the launch of the Academic Promotions Round.
- 5.2 The Application must consist of an Applicant Statement **and** a CV in the prescribed format. Incomplete applications or those using a differently formatted CV will not be considered. Guidance for applicants in how to complete the application form and CV are available online. The applicant may also wish to submit a confidential Personal Circumstances Statement to Human Resources as described below.
- 5.3 The Academic Careers Framework recognises six Areas of Contribution: Research and Innovation; Education; Citizenship and Inclusion; Scholarship; Knowledge Exchange and Engagement with External Partners and Professional Practice. Applicants and Panellists should refer to the framework for detailed indicative descriptions of what is included in each Area of Contribution.
- 5.4 The Framework also identifies ‘thresholds’: these are the minimum levels of performance without which no application for promotion could be considered.
- 5.5 It is expected that all applicants provide evidence of their contribution in Education and Citizenship and Inclusion. An applicant must also provide evidence for the Area of Contribution that matches to their contract type: Research, Scholarship or Professional Practice. Knowledge Exchange and Engagement with External Partners should be included as an additional Area of Contribution if the applicant’s role and/or workload allocation by their line manager includes significant focus on Knowledge Exchange, engagement with external partners for the purposes of building relationships relating to education, research and innovation, or third-stream income, or outreach activities.
- 5.6 Applicants must demonstrate that in each relevant Area of Contribution, they have, since appointment or the last promotion, demonstrated excellence in three forms:
 - Excellence in Delivery – specific outputs produced as a core part of the job, for example the teaching of a module or the publication of a research output.
 - Excellence in Development – activities which may not lead to an immediate output, but which have longer term positive effects, including on the wider discipline or across multiple student cohorts, for example the development of new techniques or methodologies for teaching or research.
 - Excellence in Leadership – the widening of influence and a stepping up to accept responsibility and accountability for particular activities commensurate with the role and career stage. These could include: guiding and mentoring others; influencing direction and/or research agendas for a discipline; leading education, scholarship, research activities at School/Faculty/University level; shaping wide public agendas.
- 5.7 At more senior career levels, applicants are required to demonstrate ‘sustained’ excellence. ‘Sustained’ means over a substantial duration, allowing demonstration of the scale and effect of contribution in terms of delivery, development and leadership.
- 5.8 Heads of School/Institute are required to state on the application form what percentage of total time was allocated to each area of contribution by a Workload Model or Workplan over the period under consideration.
- 5.9 Across each area of contribution, but particularly within Citizenship and Inclusion, applicants should articulate how their contributions reflect the Queen Mary values in action.

- 5.10 Promotion decisions are based on a review by multi-member panels of the written evidence presented to them. It is the responsibility of the applicant to demonstrate that they meet the promotion criteria set out in the Academic Career Framework in a way that can be understood by a panel which will contain members from other academic disciplines.

6 Personal Circumstances

- 6.1 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.
- 6.2 Applicants may request for these circumstances to be taken into consideration but are not obliged to do so. 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.
- 6.3 A Personal Circumstances Panel, chaired by a Vice President and including a representative from Human Resources and two senior members of the academic staff will meet to consider the personal circumstances, to provide appropriate feedback to the promotion panels on the impact that the circumstances may have had on the applicant's contribution. Individuals who have declared that they have personal circumstances may be invited to attend the meeting, to help the panel understand the impact in more detail.
- 6.4 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 School/Institute Group and Faculty Promotion Panel by the HR Reward and Benefits team. No details of the specific personal circumstances will be provided to the Promotion Panels.

7 School/Institute Promotion Group

Composition

- 7.1 School/Institute Promotion Groups are chaired by the Head/Director and should include Deputy Head or equivalent, Strategic School Manager, Directors of Education, Research and Scholarship or their equivalent, and additional senior staff proportionate to the School's size and organisational structure. The panel should have mixed-gender composition and, where possible, members from diverse ethnic and academic backgrounds at a suitably senior academic level (including T&R, T&S and where appropriate, T&PP colleagues). Guidance for School/Institute Promotion Group chairs and members is available online.

Business

- 7.2 This Group should meet **at least 1 week** prior to the deadline for Head of School/Institute Director to submit all completed applications to the Reward and Benefits team, to allow time for completion of the Statements and their review by panel members.
- 7.3 As its first item of business in each Promotions Cycle, the Chair must complete a proforma detailing membership, members' completion of mandatory training with dates, a declaration of conflicts of interest, and a description of actions taken to identify and support eligible colleagues, and to ensure that promotion is equitable, diverse and inclusive. Promotion applications from Schools/Institutes that have not completed Promotions Group Proformas will not be considered by the Faculty panel.

- 7.4 The School/Institute Promotion Group considers and evaluates all applications in order of seniority. If there is a conflict of interest between a Group member and an applicant, the relevant member will absent themselves from the meeting whilst the application is discussed, and the decision will be made by the remaining Group members.
- 7.5 For each application, the Promotion Group will be informed and take account of the applicant's contractual FTE; the assessed impact of any Personal Circumstances from the University Personal Circumstances Committee; the percentage of their workload hours allocated to each Area of Contribution during the period under consideration; and/or for those with clinical responsibilities, their work plan.
- 7.6 The School/Institute Promotion Group is expected to reach an analytical judgement on each application, with particular attention to academic discipline standards of excellence as mapped against the QM Academic Career Framework, and the applicant's provision of clear evidence to support statements in their application.
- 7.7 The School/Institute Promotion Group must reach a collective agreement about whether or not the applicant has demonstrated Excellence in Delivery, in Development and in Leadership in each of their Areas of Contribution.
- 7.8 Applicants who are not assessed as having demonstrated Excellence in Delivery, in Development and in Leadership in each of their Areas of Contribution cannot be recommended for promotion.
- 7.9 If, after full discussion of all provided evidence, the School/Institute Promotion Group cannot agree in their assessment of an applicant, then the default is not to recommend support for promotion.
- 7.10 It may exceptionally be necessary for the Chair of the Group to seek further relevant information from the applicant or from other staff. Where additional information is provided, the Head of School/Institute Director should seek comment/views from all Group members prior to completion of the final statement. The requirement for additional information should also be declared to the applicant to enable them to comment in their applicant response.
- 7.11 While pre-submission discussion and revision is encouraged, applications that have been reviewed by the School/Institute Promotion Group should not be returned to applicants for revision. Feedback on outcome should not be given by Head/Director until after the University Academic Promotions Group has met and the promotion decision process is complete.

Statement and Recommendation

- 7.12 The Head/Director then formulates a statement for each applicant on behalf of the Group, which explains its recommendation to support or not to support the application. This will make appropriate reference to how the applicant has met, or not met, the standards of excellence set out in the Academic Careers Framework and the Queen Mary values. In preparing the statement, Heads/Directors may also make reference to any additional standards that are specific to their School/Institute/discipline/Faculty. It must be shared with the Group prior to submission to ensure collective agreement.
- 7.13 It is the responsibility of the Group as a whole to have agreed a recommendation on each application. The Statement must record this agreed collective view. Where the Group has been unable to agree, and the application therefore not supported, the disagreement and its basis should be recorded, but views should not be ascribed to individual Group members.

- 7.14 In the Statement, the Head/Director will also give details of contractual FTE and the percentage of workload hours allocated against each Area of Contribution during the period under review, and provide a brief commentary against each application's Areas of Contribution, evaluating them as 'met' or 'not met' based on the evidence provided. All judgements on each Area of Contribution, and the decision on whether or not the application can be supported, must be made within the School/Institute Promotion Group meeting.

Next Steps

- 7.15 The completed Applications for Promotion together with the Head of School/Institute Director Statements for each applicant and the School/Institute Group Meeting Pro Forma will be forwarded by the Head/Director to the HR Reward and Benefits team. The papers will then be collated and circulated to the Faculty Panel.
- 7.16 The Statement will be shared by the Rewards and Benefits Team with the applicant so that they can make their Applicant's Response, but Heads of School/Institute Directors should not offer any further feedback at this stage, since the outcome of the application is as yet unknown: all School recommendations are still subject to review by the Faculty Promotion Panel.

8 Applicant's Response

- 8.1 A copy of the Head of School/Institute Director's final statement will be provided to each applicant, who may respond to any comments via an Applicant Response, which will be shared with the Faculty Panel.
- 8.2 The applicant may also at this stage raise any concerns, for example over the composition of the School/Institute Promotion Group.

9 Faculty Promotion Panel Process

Composition

- 9.1 Each panel is chaired by the Faculty Vice President (or their Deputy Vice President in their absence) and will be comprised of Deans for Research, International/Global Engagement and Education, and Heads of Schools/Institute Directors (or individuals with delegated authority) within that Faculty. Each panel will also include an Equality, Diversity & Inclusion representative (ideally either the Faculty Academic Lead for EDI or one of the University's Equality, Diversity & Inclusion team), and the Faculty Director of Operations. To support consistent approach and decision-making across the University, the panel must also include a Dean for Research, International/Global Engagement or Education from another Faculty.
- 9.2 In addition, the Faculty Strategic HR Partner and member(s) of the Reward and Benefits team will normally attend, to provide advice and support to the process, and the Reward and Benefits Administrator (or other administrator) will take minutes.

Business

- 9.3 At the start of the Panel meeting, each Head of School/Institute Director should summarise the information provided in the School/Institute Promotion Group Meeting pro forma. The aim is to ensure all Schools/Institutes have adhered to promotion guidelines, provided the required evidence to support decisions, and that equity of process has occurred across the Faculty.
- 9.4 The Faculty Panel considers all applications for promotion to each career level, whether or not they are supported by the School/Institute Promotion Group, from across all its Schools/Institutes before moving onto the next career level. Each

Head/Director presents the applications from staff within their School/Institute, explaining the School/Institute Promotion Group's recommendation. The Panel discusses the applications against the criteria for promotion and agrees a collective decision about which applications should go forward for consideration by the Academic Promotions Group. If the Panel cannot agree, the default decision is not to proceed.

- 9.5 Decisions on promotions are based on objective review by panel members of the written evidence presented to them to determine whether the criteria for promotion as set out in the Academic Careers Framework have been met. The Panel may take into consideration other information, including KPI metrics relating to education and research, to check the validity and accuracy of the case being made for promotion.
- 9.6 When all applications at one career level, such as Senior Lecturer, have been considered, the Chair summarises decisions across all School/Institutes and undertakes a final assessment of equity across the Faculty before proceeding to the next career level.
- 9.7 The Equality, Diversity and Inclusion representative and the Head of School/Institute Director from the other Faculty present offer their observations as matters arise, and are then asked to summarise these and their views on the operation of the Panel at the end of the meeting. These are minuted. Any issues raised should be documented. Where immediate actions are needed to mitigate or resolve issues, these should be implemented as far as possible during the Panel meeting. Where actions to be addressed ahead of future cycles are identified, these should be noted to address before the opening of the next promotions round. The Equality, Diversity and Inclusion observer is not involved in the decision-making process.
- 9.8 Where the number of applications is very large, it may be appropriate either to hold more than one meeting of the Faculty Panel, or to group Schools together into sub-panels chaired by the VP or their Deputy. In the latter case, the Faculty panel (with its full membership) should also be convened to moderate the whole set of decisions to ensure fairness, equity and consistency across the Faculty.
- 9.9 The Reward and Benefits Administrator (or other administrator) will take minutes. These include a short summary of the decision made for each applicant with an accompanying rationale, entitled "Summary Faculty Panel Applicant Outcome Statement".
- 9.10 If there is a conflict of interest between a panel member and an applicant, the relevant member absents themselves from the meeting whilst the application is discussed, and the decision is made by the remaining panel members.

Outcomes

- 9.11 The outcomes of Faculty panels should not be communicated to applicants until after the University Academic Promotions Group has met. Communications should come from Rewards and Benefits in the first instance.

External Expert Referees (applications for promotion to Professor)

- 9.12 For applications for the title of Professor which are supported by the Faculty Panel, the Head of School/Institute Director is asked to provide contact details for at least six possible external experts who could provide an opinion on each individual case for promotion. Experts should be academics of appropriate standing and able to give an objective, impartial opinion of the applicant's contribution. These are prioritised for contact by the Faculty Vice-President.
- 9.13 Based on the Faculty Vice President's prioritisation, the HR Reward and Benefits team will seek confidential opinions on the case for promotion from at least three of

the six external experts. One of the experts should normally be from another UK University and (for Research) one should be from an overseas institution. For Teaching & Scholarship applicants, three external opinions are still required but there is no requirement for an overseas expert opinion.

- 9.14 External experts will receive a copy of the applicant's statement and CV, but not the Head of School/Institute Director's statement.
- 9.15 Where unfavourable references are received, the Chair of the Faculty Promotion Panel is responsible for determining the appropriate action.

10 Academic Promotions Group

Composition

- 10.1 Once all external expert opinions have been received and collated the Academic Promotions Group is convened to consider all remaining applications.
- 10.2 Membership of the Academic Promotions Group usually includes:
- ❖ Principal and President (Chair of the Academic Promotions Group)
 - ❖ Vice President - Health
 - ❖ Vice President - Humanities & Social Sciences
 - ❖ Vice President - Science & Engineering
 - ❖ Vice President - Education
 - ❖ Vice President - Research & Innovation
 - ❖ Vice President - Policy & Strategic Partnerships, or Vice President - International
 - ❖ Human Resources Director
- 10.3 The Chair is responsible for taking proportionate action to ensure a representative panel, with support from the Reward & Benefits team. In order to achieve this, one or more senior academics (Dean/Head of School/Institute Director or equivalent) may be invited to attend the Group meeting in order to achieve this representation.
- 10.4 Member(s) of the Reward and Benefits team attend to advise on process. The Reward and Benefits Administrator (or other administrator) attends to take minutes.

Business

- 10.5 The Academic Promotions Group reviews process and summary statistics of applications and outcomes across the University, including for protected equality groups, in order to ensure consistency of judgement from year to year and across the Faculties. The Academic Promotions Group may seek and obtain further written external confidential assessments, as required.
- 10.6 Collated data on applications and success rates with respect to gender and ethnicity are shared with Faculty EDI leads within two months of the Academic Promotions Group meeting, and published on the intranet within 6 months of the Academic Promotions Group meeting.

Outcomes

- 10.7 After the University Academic Promotions Group has met, all applicants will be contacted by the HR Reward and Benefits team on behalf of the Faculty Vice President and the Head of School/Institute Director to confirm the outcome of their application.
- 10.8 The Reward and Benefits team will provide all unsuccessful applicants with preliminary feedback from the information in the "Summary Faculty Panel Applicant Outcome Statement".

- 10.9 Unsuccessful applicants are also provided with specific evidence-based feedback by the Head of School/Institute Director or delegate, aligned with the statement provided by the Rewards and Benefits team and with the standards of excellence set out in the Academic Careers Framework.

11 Equality, Diversity and Inclusion

- 11.1 All Panels should be appropriately representative and inclusive. This includes having a panel membership with mixed-gender composition and, where possible, panel members of diverse ethnic and academic backgrounds at a suitably senior academic level (including both T&R and T&S academic colleagues at School/Institute Panels).
- 11.2 The membership of the Faculty Promotions Panel will be detailed in the minutes. The Equality, Diversity and Inclusion representative and the Head of School/Institute Director from the other Faculty will be invited to make their observations during and/or at the end of the Faculty Promotions Panel meeting.

12 Appeals Process

- 12.1 The Academic 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** which would cast doubt on the conclusions reached by Promotion Group or Panel(s); therefore the right of appeal is only in situations where the processes set out in these guidelines have not been followed.
- 12.2 The applicant has 4 weeks from the date of their final outcome letter to make an appeal.
- 12.3 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 of A4 in Arial 11 point; no additional documentation will be accepted at this stage.
- 12.4 The appellant must ensure that the appeal does not include unsubstantiated comments or opinions that cannot be supported by facts.
- 12.5 An Appeal Committee reviews all appeals. The Strategic Reward Partner will set up an Appeal Committee with the following members:
- ❖ Chair: Vice President, Policy & Strategic Partnerships; or Vice President, International
 - ❖ Assistant Director, Human Resources
 - ❖ Two members of Academic Staff, selected by the Chair, neither of whom shall be from the same School as the appellant, nor have been previously involved in the case. The Academic Staff members will include one with the same contractual designation as the appellant (e.g. T&S, T&R). The identities of the academic members shall be made known to the appellant and they have the right of objection. The rationale for objection must be sent to the Chair of the Appeal Panel for consideration as to whether the objection is reasonable and if an alternative Panel member should be found. If the objection is against the Chair, this should be sent to the Assistant Director, Human Resources for consideration as to whether the objection is reasonable and if an alternative Chair should be found.
 - ❖ A representative chosen from one of the Faculty Equality and Diversity Groups or the University's Equality, Diversity and Inclusion team.

- 12.6 The Strategic Reward Partner appoints a secretary to the Appeal Committee to take notes. A member of the Reward and Benefits team normally attends to advise on process.
- 12.7 The Committee has access to all material available to the Academic Promotions Group and receives written submissions from the appellant and their Faculty Vice President and Head of School/Institute Director. The Committee may invite the Faculty Vice President and Head of School/Institute Director to attend the meeting in person and may also call upon any other persons it deems relevant, in which case the appellant will be informed.
- 12.8 The appellant may be accompanied by a trade union representative or a workplace colleague for the purpose of presenting their case. All parties present will hear evidence from both sides; at no point shall oral evidence be presented behind closed doors.
- 12.9 The decision of the Committee is final. There is no further right of appeal.
- 12.10 The Committee makes 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 if appropriate by the Academic Promotions Group, taking account of the reasons for the appeal.
- 12.11 The Committee should aim to provide an outcome to the appellant within 2 weeks of the Appeal Committee hearing.

[All relevant guidance and documentation can be found here.](#)