

Promotion to Senior Lecturer Guidance Notes

Preamble

Liverpool Hope values all its staff and is committed to supporting their career progression. As a part of this the University seeks to make promotions opportunities available to all and to this end has a transparent and open process relating to promotion to Senior Lecturer. This policy has been designed to open up career paths for all academics coming to the University and anyone is eligible to apply for promotion. It is the University's goal to be as open and transparent as possible in order that all staff will know what the criteria for promotion are, be able to plan accordingly and be confident that applications will be judged fairly. In order to achieve this all promotions panels are University-wide and of a senior level. Staff are fully informed of the criteria and have access to guidance on how to meet them. Hope has also established mechanisms designed to assist staff to meet the criteria.

These guidance notes are designed to support our open and transparent process relating to promotion from Lecturer to Senior Lecturer. They should be read in the context of the University's desire to see staff develop during the natural course of their academic career. The promotion process for Lecturer to Senior Lecturer will normally take place on an annual basis.

Exceptional Circumstances

Exceptionally it may be necessary to consider special cases for promotion at times other than the annual promotions cycle. This provision is not available as a route for late submissions. Special cases must be supported by the relevant Head of School, who should prepare a report, describing the exceptional circumstances, for the Rectorate team. If it is accepted that the case merits review outside of the normal annual cycle, consideration of the academic case for promotion will follow a procedure similar (except in timing) to that for the normal Promotions Review.

A. The Process

Applications for promotion to Senior Lecturer will be reviewed in the context of the guidelines that are set down in this document. The Panel that considers such applications is made up of:

1. A Chair, who will be a Pro Vice-Chancellor or higher;

2. A senior member of staff, normally a Head of School or Pro Vice-Chancellor;
3. A member of staff who has expertise in, and understanding of, research and REF requirements;
4. Two member of Hope's professoriate;
5. A member, or recent member, of Council;

The Personnel Office (through its Director, Recruitment Manager or a HR Manager) will provide professional support and advice to the Panel.

Prior to the Panel meeting, the Chair will hold no less than three open briefing sessions for staff, to explain the criteria and address specific questions from prospective applicants. The Personnel Department provides details on how and when the applications are to be received.

The Chair of the Panel discusses the Panel's recommendation with the Vice-Chancellor, with whom the final decision lies.

PDP: Success in promotions is not just about the submission. It is about managed career development over a number of years and should be actively considered during Performance Review interviews in terms of what it is that needs to be achieved to increase the chances of success.

Staff who would like to apply for promotion to Senior Lecturer grade are also invited to approach their Head of School/Department at any time (a good guideline is approximately 18 months to two years before the anticipated application where possible) to draw up a personal development plan focused on the promotions criteria.

Support Mechanisms: This policy is to be read in the context of the various support mechanisms in place at the University that Hope periodically advertises and, in particular, its extensive staff development programme.

Prior consideration will be given to the process here outlined to ensure that opportunities for improvement to it are taken. Any substantial changes to the process that result will be discussed with the recognised academic Trade Union

Applicants will be informed of the decision in writing. In the case of an unsuccessful application, the Chair of the Promotions Panel and a member of the Personnel Department will be available to meet with the staff member to explain the reason for the decision that has been taken. This meeting will focus only on the broad categories and identify those general areas where the Panel took the view that there was need for further development. At the request of the candidate, a subsequent meeting with the Chair may be held to advise on how a subsequent application could be strengthened. The Head of Department/School may be present at that meeting if the staff member so wishes.

Appeals: You have the right to appeal should your application be unsuccessful. Any such appeal **must relate to the process** and there is no appeal against academic judgement. An appeal in relation to process would need to be submitted within 14 calendar days of receipt of the outcome letter. A further 7 days from the date of the feedback meeting will be permitted if a 'process' issue arises in the meeting. Please be aware you must outline what aspect of the process, as outlined in this document, has not been followed and the exact grounds on which you base the appeal. All appeals will be considered by a member of Council who has not been involved in the promotions procedure.

B. The Criteria

Role Profiles: Hope's agreed Role Profiles for Lecturer and Senior Lecturer outline exactly what the minimum expectations are of those fulfilling those roles. As a reading of those documents will make clear, promotion to Senior Lecturer means that the staff member will be expected to take on a number of new roles and be operating at a level that is higher than that of a Lecturer. In considering whether the staff member is ready and able to take on the new role, therefore, the Panel will need to be presented with clear evidence that the staff member:

1. Is already fully and effectively fulfilling the role of Lecturer, this will be done via the respective Head of School/Department's confirmation as part of the application process;
2. Shows clear signs, supported by hard evidence, of being able and willing to move to the new role of Senior Lecturer and to undertake the new responsibilities at the appropriate level;
3. Is already beginning to assume some roles appropriate to the new level, at least in some areas. Please note that this does *not* mean that you must already be operating fully at the higher level in order to be promoted. What the panel will be looking for is evidence that, if promoted, you would be able to assume the new role effectively. This potential should be based upon existing performance and roles and be clearly documented rather than solely aspirational.

It is recognised that a sufficient period of teaching in higher education should have elapsed to enable the candidate to provide the evidence that they meet the criteria for each of the three areas detailed below.

The fourteen areas outlined on the agreed Senior Lecturer Role Profile (the HERA format is adopted) inform the decision of the Promotions Panel. In order to be recommended for promotion to the higher level the staff member will need to be able to demonstrate that, if appointed, he or she has the proven capacity, willingness and ability to fulfil that new role.

The staff member will not be expected necessarily to perform all of the duties outlined on the Senior Lecturer Role Profile, but there must be clear sustained evidence of a very high degree of actual and/or potential fulfilment.

As a way of ordering the procedure and guiding the Panel's deliberations, the case for promotion is considered under three broad headings. These are

1. Learning and Teaching.
2. Scholarship and Research.
3. Wider contribution to the mission of the University, School and subject team.

Required Qualifications

A doctoral qualification is now the normal minimum requirement for all new academic posts at Liverpool Hope including that of Lecturer. A PhD/EdD is hence now a normal requirement for promotion to Senior Lecturer. This is because the range of duties expected of a Senior Lecturer outlined in the agreed Role Profile includes the requirement to teach at PGT level (and this in the context of the University's stated goal of increasing significantly its PGT numbers). It also requires high-level peer-reviewed *published* research.

Performance Review

Candidates will be expected to have successfully performed the duties outlined in their current role profile of Lecturer. For purposes of promotion this will be assessed by reference to their scholarly, teaching and other contribution to the Department or School as evidenced in the Academic Performance Framework.

The Basis of the Decision

In making its decision the Panel will consider the evidence relative to each of the three areas outlined above and will do so by framing the following two questions:

1. Is there sufficient, sustained documented evidence to demonstrate that the staff member has the capacity, willingness and ability fully to fulfil the new role if promoted?
2. Is there sufficient evidence that the staff member has begun to operate at the level appropriate to that of Senior Lecturer in at least some of the key areas identified in this document?

The requirement in order to be recommended for promotion is that question is answered in the affirmative in both cases when the evidence relating to all three areas (Learning and Teaching; Scholarship and Research; Wider contribution to the mission of the University) is considered. For all three headings the panel will take into account the currency, duration and frequency of the contributions and the scale and range of activities and achievements of the staff member to date.

As noted above, the starting assumption is that all staff are performing at a satisfactory level. What needs to be demonstrated in the application is that the staff member has the capacity, willingness and ability to progress to a higher level. That evidence should be documented and demonstrate that there is a significant level of depth in the three areas such that the Panel is confident that performance is above baseline satisfactory. Inevitably this requires the rounded judgement by the panel and cannot be tied to a simple 'tick box' approach.

All lecturers are free to apply at any time, provided they have successfully completed their probationary period or are not subject to formal capability processes. However, as is made clear in this documentation, an applicant should be able to demonstrate a level of depth in the documented evidence, which may take some time to assemble. For example, applicants for the rank of Senior Lecturer will need to provide evidence to demonstrate successful experience of teaching at HE level at both UG and, where there has been opportunity, PGT and/or PGR level.

Potential applicants who are part-time or who for other reasons could not be expected to meet the criteria for promotion in terms of *quantity* of such evidence, for example those on maternity leave or have recently returned from such leave, are reminded that in such cases the University's policy is to consider the case on a pro-rata basis but to make no adjustment to the *quality* of what is required.

1. LEARNING AND TEACHING

Under this heading the panel will look for evidence of effective, enthusiastic and imaginative teaching. You should give details of your current teaching and your teaching over the course of the past two years (where applicable). You are advised not simply to list the subjects in which you have been teaching but rather to provide the Panel with sufficient evidence to indicate that you are a good quality and self-reflective pedagogue whose provision is well-received and leads to the enhancement of the student learning experience. Please note that the descriptors identified at a), b) and c) **are essential** for the promotion to Senior Lecturer

Signs of a capacity, willingness and ability to fulfil the new role

There are a number of ways in which you can demonstrate that there are signs of a capacity, willingness and ability to fulfil the role of a Senior Lecturer in your teaching and learning. In order to assist you in constructing your application, however, the list below gives key examples of the kind of sustained evidence that you may wish to cite. These include:

- a) Providing evidence of particularly good quality pedagogic practice which shows signs of being above that required for the post of Lecturer by being informed through an active engagement with the scholarship of teaching and learning;
- b) Fellowship of the HE Academy or other appropriate national professional bodies.
- c) Playing an active role in Learning and Teaching staff development activities;
- d) Leading a sub-community of practice or making a significant contribution to the CoP network.
- e) Evidence of Informed Reflective Practice using self-generated data to inform enhancement
- f) Significant evidence of leading Learning and Teaching on a scope and scale that extends beyond their own practice.
- g) Significant contribution to Learning and Teaching Days.
- h) Significant contribution to curriculum development.
- i) Seeking ways of improving own performance by reflecting on teaching and assessment design and facilitation of student learning by analysing feedback (from students and from colleagues) and determining improvements;
- j) Evidence of pedagogically sound course design and revision with some evidence of mentoring and coordination of colleagues;
- k) Evidence of a developing role in course innovation, improvement, planning and delivery which is underpinned by a deepening knowledge of how students learn;
- l) A role in supervising student projects, field trips and placements, or other authentic learning opportunities (such as problem-based learning);
- m) Supervising the work of postgraduate students.
- n) Evidence of papers/presentations at national learning and teaching conferences such as the HEA, Improving Student Learning Symposium, or others of equivalent standing.

You are free to add any additional achievements to demonstrate a capacity, willingness and ability to take on the role of Senior Lecturer in your learning and teaching at Hope.

2. SCHOLARSHIP AND RESEARCH

Scholarship and research are required to be promoted to Senior Lecturer. All candidates must be able to show that they are engaged in scholarship and in research projects, particularly as they are required to support teaching activities. Please note that the descriptors identified at a), b) and c) **are essential** for the promotion to Senior Lecturer

Signs of a capacity, willingness and ability to fulfil the new role

There are a number of ways in which you can demonstrate that there are signs of a capacity, willingness and ability to fulfil the role of a Senior Lecturer in Scholarship and Research. In order to assist you in constructing your application, however, the list below gives key examples of the kind of evidence that you may wish to cite.

- a) Evidence of publications (or subject-specific equivalent) which, in the academic judgement of the Panel, is at a level consistent with the REF 2020 descriptors for 2*/3* work.
- b) Clear, documented potential for submission in the next REF;
- c) Contribution to the research environment. This will mean at least one of:
 - i. Successful applications for research funding;
 - ii. Supervision of PGR students;
 - iii. Running of a high-quality research conference or colloquium;
 - iv. Playing a significant part in the leadership of a Hope research centre;
 - v. Playing a significant part in an external subject specific research network at a level commensurate with demonstration of influencing Hope's own research environment;
 - vi. Active support of the School/Department early career researcher support framework, for example by acting as a mentor;
- d) Evidence of the impact of research having an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia.
- e) Communicating research findings at Hope research seminars and/or groups;
- f) Communicating research findings at external research seminars and/or groups;
- g) Evidence of peer-esteem; for example the invitation to give research-level lectures or invitations to present papers at conferences;
- h) Citations by others in the field;
- i) Editorial work such as production of edited books or serving on the editorial board of a subject specific research journal;
- j) Involvement, with others, in the organising of a research conference or colloquium.

Candidates for promotion are reminded that 'the panel will take into account the currency, duration and frequency of the contributions and the scale and range of activities and achievements of the staff member to date' in assessing the staff member's application. (See

above on part-time staff and others for whom a pro-rata body of evidence would be applicable).

3. WIDER CONTRIBUTION TO THE SUBJECT TEAM, SCHOOL AND UNIVERSITY

Senior Lecturers are expected to make a wider contribution to the mission and work of the University. In particular, a concern for the pastoral care and welfare of students is required of all staff at Liverpool Hope. Senior Lecturers are also expected to represent the University externally and to assist in the building of local, regional and national networks as appropriate. In addition, Senior Lecturers are required to play a full and effective part of a team and be able to co-ordinate the work of others in some areas. As more senior members of staff, they will contribute not only to the subject team but also begin to play a role in the wider work of the School.

Signs of a capacity, willingness and ability to fulfil the new role

As a Senior Lecturer there will be a requirement to contribute towards the mission of the University, engage in the wider work of the School and play a more significant role within a team. Evidence of potential to operate in this way and at this level might include elements from the list below.

- a) Active and effective membership of Departmental and/or School and/or University Committees;
- b) Acting as a School academic advisor and responding to student needs showing sensitivity and awareness of personal issues where appropriate;
- c) Sustained demonstrable working, within a team, for student recruitment and retention;
- d) Representing and promoting Hope's work and mission locally and more widely;
- e) Playing an active role in raising Hope's research and/or teaching standards (for example by active participation, including leading, in Hope's staff development programme);
- f) Acting as a spokesperson on issues, for example in the media, in ways that both raise and enhance Hope's public profile;
- g) Taking a lead in a local project;
- h) Evidence of a developing role in coordinating the work of others as it relates to student support and well-being issues;

- i) Active membership of committees at regional and/or national level in area of subject expertise;
- j) Undertaking a developing role in supporting and mentoring colleagues in development of their research and/or their teaching and assessment practice;
- k) Contributing to QAE processes such as the accreditation of courses, mentoring colleagues with less experience and advising on personal development in teaching and/or research;
- l) Signs of ability to take on, if required, supervision of the work of others;
- m) Union representation and related activities.

You are free to add additional achievements to demonstrate a capacity, willingness and ability to take on the role of Senior Lecturer in your wider contribution to the mission of the University, School and subject team.

Application Process

All Applicants will need to complete an application form. Please note that the Application **may be no longer than five pages** and the font may be no smaller than point 12. No appendices will be required from the applicant nor considered by the panel.

Evidence should be presented in a way which enables the Panel to understand how it relates to the case. Whatever type of evidence is used, it should be presented in a way which:

- Is clear and specific
- Is based on objective measures and outcomes wherever that is appropriate
- Provides an honest picture rather than overstating the case
- Demonstrates a sustained approach and achievement of outcomes
- Is succinct

The examples provided under the criteria must not be regarded as a set of boxes to be ticked. Rather they offer an insight into the nature, level and breadth of impact of the achievements and contributions, and the form of the evidence needed to support them, that can give substance to the generic activities that are in the grade profiles.

Publications

Only publications which are in the public domain will be considered by the Panel. Where appropriate, this means that the publication should be listed in the University's research repository in line with Open Access regulations. Publications listed as being submitted or under review, undergoing amendment following peer-review, or, *in the case of major*

monographs, in preparation, will be taken into consideration but will not carry the same weight as those already in print.

Two copies of two examples of published work, normally published after the 1st January 2016, will be considered by the panel. These publications should be those that the candidate considers to be representative of his or her best work. Please note that research outputs other than monographs and articles in peer review journals etc. will be considered, for example, performances, electronic media, and exhibitions.

Head of School's Commentary

The relevant Head of School/Department will be asked to comment on the application form via the Recruitment Manager to confirm if they support the application **at this time** once the form has been submitted.

External Assessment:

Where the Panel is unable to come to a common mind on the quality of a research output, it may seek additional reports from one or more additional external experts. Through the submission of the application candidates are agreeing to this. The Panel will consider the advice of the external advice but will ultimately exercise its own judgment in determining the outcome of promotion cases. Where externals are to be approached there will be consultation with the candidate, though the Panel will take the final decision. This does not preclude the use of existing external advisors such as the University's REF advisor for the relevant Unit of Assessment where such information already exists.

Equality and Diversity Statement

Liverpool Hope University is committed to the principles of equality and diversity as well as the elimination of discriminatory practices. These principles apply to the treatment of all staff.

This policy, together with any supporting procedures, will be implemented in a non-discriminatory manner. Members of the University administering the policy are responsible for ensuring that in its application, those to whom the policy applies, shall not receive less favourable treatment on grounds of sex, marital status, gender reassignment, racial group, disability, sexual orientation, religion or belief, age, socio-economic background, trade union membership, family circumstances, or any other irrelevant distinction.

As part of this commitment effective monitoring arrangements will be conducted during and after each promotion process to ensure that any potential adverse negative impacts for a particular group of staff that are identified are considered and where possible either

removed or minimised. The monitoring arrangements will include quantitative and qualitative feedback and consultation with appropriate stakeholders.