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Human Resources

To: Heads of Institutions
Chairs of School SAP Committees
Secretaries of Faculty SAP Committees
Assistant HR Director (Operations)
HR Business Managers

cc: Academic Secretary
Pro-Vice-Chancellor (Institutional & International Relations)
Resourcing Manager
HR Advisers

10 September 2018

## Senior Academic Promotions: 1 October 2019 Exercise

This letter launches the 1 October 2019 Senior Academic Promotions exercise. Please note that this year's guidance takes into account the Report of the General Board on arrangements for senior academic promotions published in the Reporter on 10 May 2018:

https://www.admin.cam.ac.uk/reporter/2017-18/weekly/6505/section8.shtml#heading2-13

Details of the changes made to this year's guidance are set out in the Appendix attached. These changes will also be covered in the annual briefing meeting with Chairs and Secretaries of promotions committees to be scheduled in late October. Invitations to these meetings will be sent out shortly.

Heads of Institution are asked to refer all eligible members of staff in their institutions to this letter and the guidance on the web as soon as possible:

https://www.hr.admin.cam.ac.uk/files/sap_2019_procedures_and_guidance_manual_final_6_sept_18.pdf

A hard copy of the guidance can be provided on request.

The deadline for the submission of applications is **5 November 2018.** It would be helpful if, as soon as possible after that date, the Secretaries of the Faculty Committees would provide the relevant HR Business Manager with the following information by e-mail:

- names of applicants and their gender
- applicants' institutions
- current office/post
- office applied for
- funding of office/post (e.g. UEF/other)

The timeframes have been set to give applicants time to seek advice from their Head of Institution or an appropriate senior academic colleague, and to receive guidance through the CV mentoring scheme before submitting their application. The timescales also allows Faculty Committees time to collect documentation and hold their meetings by **4 February 2019**.  Full details of timeframes are set out in Section 3 of the guidance.

Please do not hesitate to contact me or Sarah Botcherby, Resourcing Manager (ext 32352), if you have any immediate queries.

Yours sincerely

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Enc – Appendix

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<u>**Appendix – Changes to the Guidance**</u>

**SUBSTANTIVE CHANGES:**

**1. Key Principles**

To aid transparency, key principles underpinning the SAP Scheme have been set out at the beginning of the guidance (**para 2.1**).

**2. Equal Opportunity**

Changes have been made to guidance relating to equality and diversity, with these provisions moved to **Section 2** of the guidance. Practical steps to bring equality and diversity and the risk of unconscious/implicit bias, which might negatively impact on under-represented groups, to the forefront of decision making, are set out including:

- ensuring there is a gender balance in committee membership (**para 2.8**).
- updating the provisions related to 'additional considerations' which have been renamed as 'contextual factors' (**paras 2.11-2.13**).
- clarifying the role of the Head of Department in supporting staff to apply for promotion when they are ready (**para 2.10**)

The substantive changes made in the 2017 exercise concerning gender representation have been retained, namely:

- to focus on ensuring that eligible female academics apply, where the gender balance of applications is not in proportion to that of the proximate less senior office, Heads of Institutions are asked to provide an explanation to the Chair of the Faculty Committee **(paras 1.8).**

- The Faculty Committee Chair will then seek any further information from the relevant Head of Institution, as appropriate, before the meeting **(para 9.12).**

**3. Scoring Methodology**

**Professors and Readers**
The standard model for scoring and weighting between the three evaluative criteria has been adjusted so there is more weighting towards Teaching and less for Research/Scholarship, as follows:

- Research/Scholarship: up to a maximum of 50/100 (previously 30/50)
- Teaching: up to a maximum of 30/100 (previously 10/50)
- General Contribution: up to a maximum of 20 points (previously 10/50).

**University Senior Lectureships**
The scoring and weighting remains unchanged from the 2018 exercise.

Full details are set out in the guidance (**Section 5B**).

**4. Committees**

**Faculty Committee membership and role**

- Faculty Committee (previously known as Faculty Promotions Committee) membership, including the member external to the Faculty(ies) covered by the Faculty Committee, is approved by the Council of the School.

- The Head of School (or another nominated member of the School Committee) should be invited as an Observer, so that they can support relevant Heads of institution with the feedback process.

- The Faculty Committee is required to meet once, having ensured there is a full set of applications and gathered references.

The role of the Faculty Committee is to:

- Assist the Chair and Secretary in deciding actions to take before the meeting, including nominating referees.
- Review applications, ensuring there is a complete set of documentation for each applicant.
- Consider each application at the meeting, evaluating and scoring Research/Scholarship contribution against the criteria and recording decisions.
- Make an indicative assessment of the candidate's teaching and general contribution, providing recommendations to the School Committee, then place applications for each senior academic office in a ranked list of priority.
- Decide whether each case meets the criteria across Research/Scholarship, Teaching and General Contribution, confirming its assessment to the School Committee.

Full details are set out in the guidance (**Sections 8 and 9**).

**School Committee membership and role**

- The number of School Committees (previously known as the Sub-Committees) has been increased to six, to allow for separate Committees for the School of Clinical Medicine and the School of the Biological Sciences.
- The Chair (external to the School) and External member (to Cambridge) are approved by the General Board, as before.
- The other School Committee members (which include the Head of the Relevant School) are approved by the Council of the School.

The role of the School Committees is to:

- Review the Research/Scholarship evaluation and score for each candidate from the Faculty Committee, as before where necessary making changes it believes are necessary to ensure that they have been applied consistently between candidates and across School Committees.
- Assess and score each candidate against the Teaching and General Contribution criteria.
- Decide which applicants meet the required standard of excellence and should be promoted, producing a rank order of total scores for each office.
- Agree a feedback statement for each applicant to be provided at their feedback meeting with the Head of Institution.

Full details are set out in the guidance (**Section 8 and paras 10.1-10.18**).

**Vice-Chancellor's Committee**

As before, the Vice Chancellor's Committee (previously known as the Main Committee and comprising the same membership as before) then makes the final recommendations to the General Board for approval.

Details are set out in the guidance (**Section 8 and paras 10.19-10.30**).

**MINOR CHANGES:**

**Documentation**
The documentation setting out the template for the Faculty Committee minutes (**Document 9**) has been amended to reduce repetition of key information (by the use of a coversheet, **Document 9, Annex 1**) and to focus on the assessment of the candidates against the criteria (**Document 9, Annex 2**).

**SRP SCHEME:**
Changes have been made to the 2019 SRP scheme which are in line with the SAP proposals, for example to update its key principles and the equal opportunity provisions. This exercise will be launched shortly.


**ADDITIONAL INFORMATION:**

Proposals to take forward implementation of an Academic Career Paths (ACP) Scheme will be taken forward through a formal Report during 2018/19 with the aim of implementing the new Scheme, to replace SAP, in September 2019, covering:

- Evaluative criteria defining academic excellence for promotion to each senior office, informed by indicators of excellence, against which candidates for promotion will be reviewed within the context of relevant disciplinary norms.
- Updated probationary arrangements and their alignment with the promotions excellence criteria.
- Proposals for progression to University Senior Lecturer.
- An appropriate budget for the ACP Scheme.

During the 2018-19 academic year targeted consultation will take place so that a revised SRP Scheme that supports career progression for research staff and is in line with ACP proposals can be prepared. In addition, proposals concerning career progression for teaching only staff will be taken forward.


September 2018