

THE UNIVERSITY OF SUSSEX
(d) Career Progress

Academic Faculty

There is an annual cycle for promotions for all levels of academic faculty, with the exceptions given in the next paragraph. The timetable is published annually on the web and can be also obtained from the Human Resources Division.

Submissions for confirmation of appointment at the end of probation, and for Professorial titles can be made throughout the year as detailed below in Sections 1 and 3 respectively.

The procedures set out in this publication shall operate in all University of Sussex Schools. Where any procedures are impracticable in an academic unit then the Deputy Vice-Chancellor shall have the authority to amend the detail of the procedures so as to make them workable.

1. PROCEDURES RELATING TO THE CONFIRMATION AND TERMINATION OF PROBATIONARY APPOINTMENTS

- a) This section is supplementary to references to Probation in the Terms and Conditions of Employment and should be read in conjunction with them.
- b) Criteria
Before being confirmed in the appointment, a Teaching Faculty probationer must have demonstrated that, having regard to his or her experience and the opportunities offered, s/he has evidenced most of the following:
 - i) has satisfactorily engaged in the teaching of prescribed courses and the supervisory and tutorial work assigned to him or her;
 - ii) is a member of the Higher Education Academy, or has undertaken or is close to completion of the PGCertHE; or equivalent experience
 - iii) has satisfactorily evidenced engagement with wider aspects of student support
 - iv) has satisfactorily engaged in research towards the advancement of the subject;
 - v) has conscientiously carried out examining and assessment duties
 - vi) has competently performed such unit, Department or School duties as have been required;

- vii) has engaged effectively in external networks, either in relation to the subject, or with external partners to further the objectives of the university
- viii) shows promise by his or her work and enterprise of continuing to develop as a University teacher and a scholar.

And in the case of Clinical Academics:

- v) has satisfied the clinical governance requirements of the honorary contract held

A Research Faculty probationer will have demonstrated that s/he has demonstrated the criteria outlined in Appendix 2 as the appropriate criteria for the grade

While it is normally considered inappropriate for a probationer to assume administrative or executive duties of a non-academic character (e.g. as a Head of Department), if such duties are undertaken they will be taken into account in considering whether or not the appointment should be confirmed.

c) Information and Discussion

There shall be at least one meeting annually for Teaching Faculty, between the probationer and the Dean of the School and the Head of Department, meeting jointly, to discuss the probationer's progress in relation to the criteria for confirmation of appointments. There shall be one meeting in the first six months for Research Faculty, between the probationer, Principal Investigator, Programme Leader or equivalent and Head of Department, Director of Graduate Studies or nominee (for SPRU, the Director of Research or nominee). Prior to such meetings, relevant colleagues shall be consulted by the senior member of that group, and the probationer shall be invited to submit a report on the duties and responsibilities undertaken. In such a meeting the senior member of that group will make use of all available information and will make clear the nature of such information to the probationer. If the senior member of the group believes that there are, or are likely to be, grounds for dissatisfaction with the probationer, s/he shall state those grounds to the probationer in writing as well as in discussion.

d) Decisions and Procedures

The decision whether the probationer's appointment should be confirmed, extended or terminated will normally be taken not later than the third month of the third year of the appointment for Teaching Faculty; the third month of the fifth year for Clinical Academic Senior Lecturers; and not later than six months after commencement of employment for Research Faculty. A recommendation will be made by a Probation Committee consisting of the same group as in c) above, with the addition of a non-probationary member elected by and from the Department meeting without student representatives at the beginning of each academic year. The Committee's recommendation will be based on all relevant information (see paragraph 5 below), and will be

submitted to the Deputy Vice-Chancellor on behalf of the Vice-Chancellor, whose decision:

- i) if it is to confirm the appointment or extend the probationary period, shall be subject to confirmation by the Vice-Chancellor on behalf of the Senate.
- ii) if it is for termination of the probation shall be subject to the right of appeal as given below;

e) Appeals

If the Deputy-Vice-Chancellor decides that a probationer's appointment should be terminated, the probationer shall be informed in writing of the decision, of the reasons for it, and of the appeals procedure. The appeals procedure shall be as set out in Statute XXI (now Regulation 35), a copy of which may be obtained from the Human Resources Division.

2. PROCEDURES FOR THE ADVANCEMENT OF ACADEMIC FACULTY UP TO PROFESSORIAL GRADE.

2a General

- i) The criteria for Teaching Faculty are given at Appendix 1 and for Research Faculty at Appendix 2
- ii) All cases for sub-professorial promotion (but not the title of Reader) will be made initially to the School Promotion Board (SPB), which will be constituted as detailed in the Organisation of the University. (See vi) below for the Award of the Title of Reader)
- iii) In considering cases for promotions, information should be used as detailed in Section 5 below.
- iv) In the case of Lecturer A to B, and Research posts 1A to 1B and 1B to Grade II, the School Promotion Board will consider and decide the cases and report its decisions to the Academic Promotions, Advancements and Titles Committee (APATC).
- v) Cases for L to SL, and for promotion to Senior Research Fellow (Grade III) will be considered initially by the SPB and references taken up only on those which evidence a prima facie case. These will then be re-considered by the SPB, who will rank their recommendations to APATC accordingly for a final decision on promotion.
- vi) Cases for the title of Reader will be considered by APATC only.
- vii) APATC will report on all sub-professorial level promotions and titles to Senate and Council and the bodies to which they have delegated responsibilities.

2b Procedures

LECTURER A TO LECTURER B

- i) Lecturers on the top point of Grade A will be automatically considered for advancement, and the Dean will report on each to the SPB.
- ii) Lecturers below this point may apply or be recommended for advancement and will be considered by a group as given in 1d) above, where the elected member is at minimum a Lecturer B.
- iii) If the SPB disagrees with that Group's report, it shall refer the report back to the Group for comments, and shall formulate its recommendations after considering those comments.
- iv) Lecturers at the top point of Grade A who are refused advancement to Grade B because they have been judged not to have met the required standard will be informed in writing of the reasons and of what must be achieved. They may obtain feedback from the Dean.

RESEARCH OFFICER TO FELLOW

- i) Research Officers and Research Fellows Grade 1 may apply or be recommended for promotion by their Head of Department
- ii) Researchers who are refused advancement because they have been judged not to have met the required standard will be informed in writing of the reasons and of what must be achieved. They may obtain feedback from the Head of Department.

LECTURERS TO SENIOR LECTURERS AND RESEARCH FELLOW TO SENIOR RESEARCH FELLOW

- i) These faculty may apply or be recommended for promotion through their Head of Department.
- ii) Candidates who apply for promotion and who are not promoted will be informed of where their performance in one or more of the criteria is insufficient to justify promotion. Candidates will be told the nature and/or extent of the shortfall, and will be given advice on how to improve their performance through the appraisal and career development process.

2c Appeals

- i) An appeal may be made against a refusal of advancement to Grade B or Research Fellow, to Senior Lecturer or to Senior Research Fellow, on the grounds of a defect in procedure or that the Committee acted unreasonably in its decision.
- ii) An appeal should be submitted to the Director of HR by the end of the term following the term or vacation in which the decision to refuse advancement was notified.
- iii) The Appeal Committee will consist of the following, who shall not have been a member of the SPB: a Dean, nominated by the Vice-Chancellor; a Senior Lecturer, Reader or Professor, belonging to a Department other than the appellant's similarly nominated by the

Vice-Chancellor; and a member of the appellant's Department chosen by the Department meeting without student representatives, who will be at a grade higher than the appellants.

- iv) The following may also attend meetings of the Appeal Committee for the purpose of hearing all submissions and of commenting on them: the appellant; (if the appellant wishes) a person chosen by him or her; and the Chair of the Promotions Board which reached the contested decision.
- v) The Appeal Committee shall have access to all material available to the appropriate Promotions Board, and references supplied in confidence will remain confidential to the Appeal Committee.
- vi) It will reach its decision after all those who are not members have withdrawn. Its decision shall be final, subject to confirmation by the Vice-Chancellor on behalf of the Senate and Council.

2d. **Title of Reader**

- i) Proposals for such recommendations may be made to the Academic Promotions Advancements and Titles Committee by Deans, where the candidate is already at Senior Lecturer Grade, or by the SPB, where the candidate is not yet at Senior Lecturer Grade.

3. **PROCEDURES FOR PROMOTIONS TO PROFESSORIAL GRADES AND TITLES**

- i) The Academic Promotions Advancements and Titles Committee will consider whether there is a prima facie case for promotion to a professorial grade and title. In considering such promotions all available information (see paragraph 5 below) will be used as far as is practicable.
- ii) If the Academic Promotions Advancements and Titles Committee decides there is a prima facie case in respect of a member, it may act on behalf of the Senate and the Council and may appoint a Professorial Appointing Committee, membership of which will be as detailed in the Organisation of the University.
- iii) The candidate will normally be asked to attend the Professorial Appointing Committee for interview.
- iv) The Chair Appointing Committee will consider whether the member should be promoted to a personal chair and, in the event of a positive decision, will submit a recommendation to the Senate and the Council and the bodies to which they have delegated responsibilities.

4. **SALARY REVIEWS**

- i) The salaries of all sub professorial academic faculty will be reviewed annually by the Dean. The APATC will receive recommendations for additional or discretionary increments or bonuses from Deans. In the

case of clinical academics, discretionary increments will be dealt with under iv) below

- ii) Such awards will be granted in cases of special ability or special responsibilities to reward those whose performance and contribution was **outstanding**, and to allow the needs of particular disciplines to be met.
- iii) Professorial salaries will be reviewed annually by the Remuneration and Review Committee, following recommendations from the Vice Chancellor following consultation as appropriate.
- iv) Clinical Excellence Awards for Clinical Academic staff will be reviewed in conjunction with the current NHS scheme for additional reward, using the protocol agreed by the university for staff of BSMS.

5. INFORMATION TO BE USED IN MATTERS RELATING TO CAREER PROGRESS

A. The following information is essential for each candidate for all levels of academic faculty promotion. **Should such information not be made available to the Committee in reasonable time, the case will not be considered.**

- a) An up to date curriculum vitae (including such matters as those listed below [this list is a guide and further information is regularly updated on the web]):

Name
Present
post
Qualifications (degrees etc.)
Academic career (with dates) and other relevant
experience Publications and research interests
Teaching, research and other academic duties, such as examining
recently or currently being undertaken
Committee membership, external and internal, and other
administrative duties External academic duties or commitments.

- b) Details of teaching, showing hours of teaching, range of courses, introduction of new courses etc.
- c) Names of three external referees supplied by the candidate.

And for clinical academic staff only

- d) Details of clinical duties assigned and undertaken

B. A committee will also have available:

- a) the names and contact details of three independent referees OR Written references (where relevant) from referees or assessors.
 - b) Written assessments by the Head of Department. In the case of submission for the title of Reader, written assessments also from the Dean, and in addition, for promotions to professorships such assessments will include at least two others from existing Professors in cognate subjects. Such assessments should be structured so as to cover such matters as teaching (load, spread, ability), academic and, where appropriate, other administration, any general contributions to the life of the University, research and publications, professional standing and external references (where relevant).
- C. Any supporting statement the member wishes to make available, e.g. an agreed summary of the appraisal record.

CRITERIA FOR THE APPOINTMENT AND PROMOTION OF ACADEMIC FACULTY

TEACHING FACULTY APPENDIX 1

1 GENERAL

- 1.1 Initial placement on the appropriate scale will take into account qualifications and experience. Market considerations may, in some fields, dictate a higher placing than would normally have been expected.
- 1.2 Teaching faculty promoted from one grade to another will be placed on the minimum point of the higher grade or one incremental point above that already reached on the lower grade, as appropriate.
- 1.3 It is not necessary for every criteria set out below for a particular grade to be met to enable an appointment to be made or a promotion to be agreed. It is, however, expected that most will be met.
- 1.4 At each level, the criteria include those described in previous levels, including those for successful completion of probation at 1b) above.
- 1.5 Promotion is dependant solely on individual performance, and is not competitive. There will be no separate complement of staff at any level.
- 1.6 Where a member of staff is part-time, the contribution on which they are considered will be appropriately pro-rated
- 1.7 Many of the criteria given below will be ably demonstrated by a summary of the appraisal record

2 LECTURER A TO LECTURER B

For Lecturers who reach the top point for Lecturer A, progression to Lecturer B will be the normal expectation. Other Lecturers can progress to Lecturer B if they have demonstrated progress and achievement against the following criteria:

- A first degree and normally a PhD, or equivalent scholarly or relevant professional activity
- Active engagement in teaching and learning, including course design and assessment, with an understanding of appropriate pedagogy in the subject area demonstrated by the inclusion in the submission of a teaching portfolio
- Demonstrated progress in research and scholarly activity typically evidenced by publications;
- Demonstrated progress in making applications for funding; in initiating or developing contacts with partners outside of the university; and in wider involvement in the subject area
- Contribution to duties in the department or unit

LECTURER TO SENIOR LECTURER

Senior Lecturer is the Career grade for teaching faculty. In considering promotion to this grade, each candidate's performance will be considered in relation to all of the criteria below, but the Committees may, at their discretion, recommend promotion for exceptional achievement in only one or two of the criteria.

- *Significant* contribution to teaching and learning, including in areas of delivery and assessment; typically evidenced by positive peer and student evaluation and by production of a reflective teaching portfolio
- Evidence of successful curriculum design or re-design
- A national and/or international reputation in the field of study, typically evidenced by a monograph; by book chapters; by text books; by publications in refereed journals of high quality; by successful application for research funding; and by the supervision of research students
- Pro-active contribution to the unit, Department or School
- Demonstrated contribution to raising the university's profile through external networks in the subject or professional area and/or through the creation and development of commercial/industrial partnerships

AND FOR CLINICAL ACADEMICS:

- Will have their CCST, or be within three months of achieving it
- OR
- will have evidence of comparable achievement acceptable to the GMC
- OR
- JCPTGP certification or certificate of equivalent experience

READER

The title of Reader may be awarded to members of teaching faculty on any scale, but it is most usually used at Senior Lecturer level. The title is awarded as a mark of personal distinction for an important contribution to the advancement of the subject. Candidates for the title will be expected to have achieved an exceptional level in research with demonstrated competence in teaching.

- **Research:** Candidates will have a record of substantial publications; and a sustained and independent research reputation, acknowledged nationally and internationally (if necessary demonstrating an individual role in collaborative research). Important contributory evidence may come from such areas as the ability to attract research grants, contracts and/or consultancies and successfully to supervise doctoral students.
- **Teaching and Learning:** The Committee will look for evidence (from the self- evaluation of teaching and learning provided by the candidate and from statements consequent upon internal consultation) of quality in teaching and learning; of

thoughtful and effective innovation in the development of new courses and/or programmes; and of leadership in the promotion of teaching and learning in the subject.

PROFESSOR

In considering promotions to professorships, the paramount objective of the University is to ensure that promotion is made on merit. The University requires evidence of exceptionally high academic standing and will give consideration both to 'internal' criteria (e.g. teaching and academic administration) and to 'external' criteria (e.g. research and professional standing).

Candidates for promotion to a Professorship will be expected to have made a broad, sustained contribution to their field and discipline nationally and internationally, and normally to have achieved exceptional performance in research. Demonstrated leadership in the development of teaching in their subject and field may play a dominant part in a case. Service to their subject, to the University and to higher education in administrative or research capacities may contribute to the case.

- **Research:** Candidates for a Professorship will be expected to have distinguished themselves by the volume and quality of completed research and to have demonstrated strong leadership, national and international standing and recognition, together with the ability to inspire colleagues to develop their own research potential; to supervise doctoral students successfully; and to realign work in their field. Where appropriate, proven ability to attract research grants, contracts and/or consultancies will be important factors in the judgement of the Committee.
- **Teaching and Learning:** The Committee will look for evidence (as from the self- evaluation of teaching and learning provided by the candidate and from statements consequent upon internal consultation) of quality in teaching and learning; of thoughtful and effective innovation in the development of new courses and/or programmes; and of leadership in the promotion of teaching and learning in the subject. Where teaching and learning criteria are expected to play a dominant role in a particular case for a Professorship, evidence of innovative thinking and practice which has changed the nature of teaching and learning in the candidate's field will be looked for. Candidates may present evidence of publications on and research contributions to the development of the pedagogy of the discipline or field and/or of contributions to national policy making and educational debate.

- **Service and Administration:** The Committee will wish to see evidence of significant contributions to the work of the Subject and School and to the needs of the institution as a whole. Undertaking major administrative tasks within the University and/or fostering the cause of the subject and of the University by accepting tasks such as service on relevant national, regional or local bodies will also be taken into consideration.

RESEARCH FACULTY APPENDIX 2

1 GENERAL

- 1.1 The salary scales, in ascending order, and job titles associated with research staff are as follows:

Grade 1B Research Officer
 Grade 1A Research Fellow
 Grade II Research Fellow
 Grade III Senior Research Fellow
 Grade IV Professorial Fellow

(In the case of staff appointed to the Science and Technology Policy Research Unit, *Research* is exceptionally omitted from the title.)

Grades 1B, 1A and II cover the extent of the Lecturer A and B salary scales. Grade III coincides with the salary scale for Senior Lecturers and Readers. Grade IV is equivalent to the salaries of Professors.

- 1.2 Initial placement on the appropriate scale will take into account qualifications and experience. Market considerations may, in some fields, dictate a higher placing than would normally have been expected.
- 1.3 Research staff promoted from one grade to another will be placed on the minimum point of the higher grade or one incremental point above that already reached on the lower grade, as appropriate.
- 1.4 The appointment or promotion of research staff is contingent on the availability of funding.
- 1.5 It is not necessary for every criteria set out below for a particular grade to be met to enable an appointment to be made or a promotion to be agreed. It is, however, expected that most will be met.
- 1.6 At each level, the criteria include those described in previous levels.
- 1.7 Where a member of staff is part-time, the contribution on which they are considered will be appropriately pro-rated
- 1.8 The university of Sussex is wholly supportive of and sees this document as a key contributor to its implementation of the Research Concordat 1996

2 RESEARCH OFFICER, GRADE IB

This is a training grade and the normal level of appointment for staff entering research employment for the first time.

- Relevant honours degree (min 2:1) or equivalent qualification or experience.
- Informed of current developments in the subject area.
- Ability to exercise a degree of innovation and creative problem solving requiring post degree level scientific input.
- Works under the general supervision of a more senior colleague who determines the broad direction of the work to be undertaken.
- Is involved in the collection of data, interpretation of results and initial writing up of results.
- Demonstrates clear, logical and concise written and oral communication skills.
- Ability to prioritise and meet deadlines.
- Ability to work as part of a team.

3 RESEARCH FELLOW, GRADE 1A

This is the first career grade for research staff.

The duties of a Research Fellow appointed at or promoted to this level would normally reflect the research elements of a Lecturer A post

- Evidence of capacity to design, plan and organise independent original research demonstrated either by the award of a PhD/DPhil or academic, charitable, commercial or industrial research experience and written output equivalent to that required for a PhD/DPhil.
- Ability to evaluate methods and techniques used and results obtained by other researchers and to relate appropriately such evaluations to own work.
- Under the broad direction of a more senior colleague, with capacity to gain substantial independence towards the top of the grade.
- Ability to communicate and present research results within own research group and through publications and other recognised forms of output.
- Ability to form effective relationships with partners outside the university, in support of their research, for example members of the general public, policy makers; NGOs etc
- Ability to guide more junior staff and students.
- General understanding of issues relating to the management of research, including funding.
- Evidence of successful engagement in teaching or supervision

4 RESEARCH FELLOW, GRADE II

A post of Research Fellow, Grade II is broadly equivalent to Lecturer B. Research Fellows appointed at or promoted to this level will normally carry a level of responsibility and a range of duties appropriate to a person with substantial research experience.

- Evidence of significant independent contributions to the design and execution of research.
- Creditable record of sustained research output evidenced by publications, reports prepared for sponsoring bodies, participation in seminars, conferences, etc.
- Evidence of independent research reputation and professional recognition evidenced, for example, by serving on peer review committees, acting as a referee for journal articles or research grant applications.
- Ability to lead and manage a small research group or programme or assist in the running of a larger group or programme.
- Ability to co-ordinate and supervise successfully the work of more junior research and support staff.
- Evidence of successful relationships with partners outside the university, in support of their research, for example members of the general public, policy makers; NGOs etc
- Ability to supervise /DPhil students.
- Ability to play constructive role in obtaining research funding.
- Evidence of successful engagement in teaching or supervision

5 SENIOR RESEARCH FELLOW, GRADE III

Senior Research Fellows are equivalent to Senior Lecturers and Readers. The research profile of those appointed on or promoted to Grade III will be at least commensurate with those appointed as or promoted to Senior Lecturer, and perhaps closer to that expected for promotion to Reader.

Appointment at or promotion to Senior Research Fellow will only be made where the candidate can demonstrate individual research achievement. Managing and planning research may be a part of that achievement but will not be the principal justification for appointment or promotion.

- Substantial achievements over a continuing period in terms of completed independent research and related publications, including articles in refereed academic journals and/or books.
- Evidence of an established national reputation and a known or developing international reputation evidenced, for example, through citations, academic distinctions (including editorship of, or refereeing for, journals, grant reviewer for

awarding bodies, services for learned societies), industrial collaboration, external DPhil examining, invitations to speak at national and international meetings.

- Evidence of successful supervision of doctoral students.
- Ability to lead and manage a major research group, including mentoring and supervising others.
- Ability to attract significant external research funding, including helping to raise funds for other researchers possibly within the specific school.
- Substantial evidence of positive relationships with partners outside the university, in support of their research, for example members of the general public, policy makers; NGOs etc
- Capacity to contribute to departmental policy formation.
- Commitment to the broader work of the University for example by taking responsibility for some administrative roles and tasks or serving on relevant committees.
- Evidence of successful engagement in teaching or supervision

6 PROFESSORIAL FELLOW, GRADE IV

A Grade IV salary is equivalent to a Professorial salary. The research profile of a candidate for appointment at or promotion to Professorial Fellow will be commensurate with those seeking appointment to a Chair or promotion to a personal Chair.

- Evidence of outstanding, distinguished contribution to the discipline through publications, creative work and other appropriate forms of scholarship.
- Evidence of academic distinction and international reputation for outstanding research achievements.
- Proven ability to devise and direct large research projects, including leading large multi-disciplinary teams and/or collaborating with groups in other higher education institutions and/or the public and private sector.
- Proven ability to inspire colleagues to develop their own research potential.
- Proven ability to attract significant external research grants, contracts and/or consultancies.
- Substantial evidence of successful relationships with partners outside the university, in support of their research, for example members of the general public, policy makers; NGOs etc
- Evidence of successful supervision of doctoral students.

- Commitment to the broader work of the University and Higher Education generally reflected, for example, through taking on major administrative tasks or serving on committees and working parties.
- Evidence of successful engagement in teaching or supervision

ADMINISTRATIVE FACULTY, LIBRARY FACULTY AND OTHER RELATED FACULTY

The following procedures relating to the career progress of members of the administrative faculty, library faculty and other related faculty are hereby published.

The definitions given in the Conditions of Service of Faculty also apply to this document. In addition, 'Office Head' means the administrator responsible to a senior officer for the office or unit or section in which the member works.

1. PROCEDURES RELATING TO THE CONFIRMATION AND TERMINATION OF PROBATIONARY APPOINTMENTS

- a) This section is supplementary to paragraphs 30 and 31 of the Conditions of Service of Faculty, and should be read in conjunction with them. In this section, a member whose appointment is probationary in accordance with that paragraph is called a probationer.
- b) Criteria Relating to Administrative Faculty

Before being confirmed in the appointment, a probationer must have demonstrated to the relevant senior officer that he or she has the appropriate levels of competence and industry in the exercise of his or her duties and of professional skill and judgement in administrative support of the University's activities, and shows promise of continuing to develop as a university administrator.

- c) Criteria Relating to Library Faculty

Before being confirmed in the appointment, a probationer must have demonstrated that he or she has the appropriate levels of competence in the performance of his or her duties and of professional skill and judgement in the provision and management of library services.

It is considered inappropriate for a probationer to assume administrative or executive duties within the University that are not related to librarianship; if such duties are undertaken they will not be taken into account in considering whether or not the appointment should be confirmed.

- d) Procedures Relating to Administrative Faculty and Other Related Faculty

Assessments will be made during the probationary period by the Office Head. The person making the assessment will meet the probationer and discuss progress in relation to the criteria for confirmation of appointments. At such a meeting the person will make use of relevant

information and will make clear the nature of such information to the probationer. If the person making the assessment

believes that there are, or are likely to be, grounds for dissatisfaction with the probationer, he or she will state those grounds to the probationer in writing as well as in discussion.

e) Procedures Relating to Library Faculty

There shall be at least one meeting annually between the probationer and the Librarian and the senior librarian within whose divisional responsibility the probationer's principal duties are carried out, to discuss progress in relation to the criteria for confirmation of appointments. Other appropriate members of library faculty may be consulted by the Librarian or senior librarian prior to a meeting, and the probationer shall be invited to submit a report on the duties and responsibilities undertaken. At such a meeting, the Librarian and senior librarian will make use of relevant information and will make clear the nature of such information to the probationer. If the Librarian believes that there are, or are likely to be, grounds for dissatisfaction with the probationer, the Librarian shall state those grounds to the probationer in writing as well as in discussion.

f) Decisions

The decision whether the probationer's appointment should be confirmed, extended or terminated will be taken not later than six months before the probationary period is due to end. The decision will be based on relevant information and will be taken by the appropriate officer as follows: in the case of members of the Administration, by the Registrar & Secretary in consultation with the senior officer; in the case of a member of the other related faculty, by the senior officer; in the case of members of the library faculty, by the Librarian after consultation with a group consisting of the Librarian, the senior librarians and one other member whose appointment has been confirmed and who is chosen by the Librarian and the Chairman of the Library Sub-Committee of the AUT, jointly. Such decisions shall be subject to confirmation by the Vice-Chancellor on behalf of the Council.

g) Appeals

If the appropriate officer referred to in paragraph 1 d) decides that a probationer's appointment should be terminated, the probationer shall be informed in writing of the decision, of the reason for it, and of the appeals procedure. The appeals procedure shall be as determined by the University from time to time, and until further notice as set out in Statute XXI (now Regulation 35), a copy of which may be obtained from the Staffing Services Division.

2. ANNUAL REVIEW CRITERIA AND PROCEDURES

- a) Normally the salaries and grading of administrative faculty, library faculty and other related faculty are reviewed annually. In the context of the effective operation of the University, the objective of the Annual Review

is to ensure that members are equitably rewarded in terms of grading and salary for their contribution to the management and administration of the unit in which they work and to the University and for their abilities and merit.

- b) During the Annual Review each member's level of industry and of professional skill and judgement in the performance of their duties during the period of review and their potential for development will be considered. Additional increments are awarded mainly on the basis of performance during the preceding year. Promotions from one grade to another are made in the light of the management and administrative needs of the University and within the constraints, including financial constraints, within which the University has to operate. Each promotion is based upon the duties to be assigned to the member being promoted and upon the member's merit and potential.
- c) During the Spring Term heads of budgetary units are invited to consult senior colleagues as appropriate and to submit recommendations on promotions and the award of additional increments or bonuses to members on grades 1 to 5 to the Standing Review Committee.
- d) The salaries of officers on grade 6 are reviewed by the Remuneration Committee.
- e) Members may put their case for promotion in writing and, if they so desire, orally, to the head of the unit and may be interviewed by an office head or senior officer. If the member's case for promotion is not supported by the head of the unit, the member may make their case for promotion in writing to the Standing Review Committee.
- f) The current membership of the Standing Review Committee is the Vice-Chancellor (Chair), Senior Pro-Vice-Chancellor, an ex-Dean from the Planning & Resources Committee, a lay member of Council, Registrar & Secretary and Finance & Business Director.
- g) The current terms of reference of the Standing Review Committee are to give formal approval to proposals for promotions, additional increments and bonuses arising from the annual review of non-academic faculty and proposals for the promotion of clerical and technical staff to non-academic faculty grades.
- h) The Standing Review Committee normally meets in the Summer Term to consider recommendations and relevant documentation. If the Committee is not clear about some elements of any case, it may seek clarification from the head of the unit before coming to a final decision.
- i) Exceptionally, recommendations from heads of units may be agreed at other times, out of the context of the annual review, by the Chairman's Committee on the recommendation of the Chairman of the Standing Review Committee.