

Head of Institution Guidance

2023 – 2024

Heads of Institution, with the assistance of appropriate senior colleagues, if necessary, can play a positive role in the career development of all eligible academic staff in their Institution. The list of eligible staff will be provided to the Head of Institution and Departmental / Faculty Administrator by the HR team at the launch of each year's ACP R&T round.

The University's [Staff Review and Development \(SRD\) scheme](#), whilst remaining a separate and independent mechanism for reviewing personal contribution and professional development, should be used to discuss career aspirations, assess an individual's readiness for promotion or progression, and help inform and support the ACP R&T process. These discussions should take place on a regular and ongoing basis throughout the course of an individual's career. Heads of Institution should have open and honest conversations with academics in their institution about whether it is the right time for them to apply for promotion, and for which office they should apply. Heads of Institution should also provide guidance to individuals on areas they may wish to work on in order to better demonstrate their achievement of the assessment criteria.

Heads of Institution should also ensure that appropriate mentoring opportunities are available and help facilitate this process to support career development and progression.

Heads of Institution are required to review the gender balance and ethnic diversity of ACP R&T applications and to provide an explanation to the Chair of the FC when these are not in proportion to their representation in the proximate less senior office.

The decision whether to make an application will ultimately sit with the individual.

Other Available Guidance

Heads of Institution are also encouraged to review the following guidance documents:

- [General Information \(Applicable to all\)](#)
- [Assessment and Scoring](#)

Head of Institution Responsibilities



Have supportive and confidential conversations with all staff that are eligible to apply; discuss any perceived barriers, including any relevant Contextual Factors or [COVID-related impacts](#) that may be preventing an individual from applying.



Actively help and mentor staff from groups that are under-represented at senior levels who are potentially ready for promotion / progression to encourage them to apply.



Discuss promotion / progression pathways with under-represented staff not yet ready for promotion.



Ensure that the ACP CV scheme is actively publicised to all eligible staff.

Institutional Statement

The Head of Institution is required to provide a Statement explaining whether or not they support an individual's application and the reasons for their decision. This Statement should represent the view of the Institution and should comment on the strength of the case for promotion or progression in terms of the respective Assessment Criteria, including evidence of excellence with respect to these criteria. The Statement should also comment on the applicant's overall role and contribution to the academic enterprise and their standing in relation to other academic staff in the Institution.

In all cases, the Institutional Statement must include details of the funding, including the source from which the case for promotion/progression is to be met. Queries concerning funding should be raised with the relevant School Finance Manager in the first instance.

It may be necessary for the Head of Institution preparing the Statement to consult with the Head(s) of other Institutions where an applicant has stated that their case for promotion is interdisciplinary/cross-departmental, they hold a 'joint' office, or their duties involve a regular and

substantial contribution to the teaching programme of other Institutions.

Where an applicant has provided details of [Contextual Factors](#) or [COVID-related impacts](#), these should be taken into account in the Institutional Statement and when evaluating their contribution, detailing the impact this has had on their ability to carry out their duties.

If the duties of the applicant's role do not include teaching, or they have been formally dispensed from discharging teaching duties on a temporary basis, this should have been made clear in their application, giving the reasons and dates. The Head of Institution should confirm that an applicant is not carrying out teaching, has a formal dispensation or their role does not include teaching.

The Head of Institution may delegate the preparation of the Institutional Statement to another senior academic officer, who should firstly be consulted to ensure they are able to prepare the statement. Where this is done, the Head of Institution should confirm that the

Statement represents the internal view of the Institution of the case for promotion. The Institutional Statement must be submitted via the online portal by the requested date and in time for the FC meeting.

In exceptional circumstances, the Head of Institution may propose a departure from the standard scoring model for promotion to Professor (Grades 11 and 12) or Clinical Professor. If appropriate, this should be detailed in the Institutional Statement. More information on this can be found in [General Comments on Scoring](#) on page 61 of the full guidance document.

Statements should be no more than two sides of A4. Statements that do not provide sufficient detail or do not conform to this guidance will be returned

by the Chair of the FC with a request that the Statement is amplified and returned by the date on which the agenda and documentation are circulated to members of the FC.

The [Institutional Statement](#) forms part of an individual's application documentation and progresses through each of the Committee stages. As part of the feedback process, the Statement will be disclosed to the applicant on request.

Giving Feedback

Heads of Institutions have an important role in providing feedback to unsuccessful candidates and should be mindful that the individual will be upset and likely to be experiencing a range of emotions including disappointment, demotivation and, perhaps, even anger and will need time to work through their feelings.

The Head should allow adequate time to speak to the unsuccessful applicant, preferably in person, and be to hold further discussions, where required.

Heads should support the individual and, with the help of other senior academic colleagues, put supportive mechanisms in place including mentoring, buddying and help with writing research grants and undertaking teaching duties, as necessary, to help the individual clearly understand what they need to do to strengthen their case for promotion in future.

