

## 8. STAFF INTERNAL PROMOTION

**[Comparable staff: The Vice-Chancellor will consider, on a case-by-case basis, promotion between the grades. Applicants and supervisors will need to submit a detailed rationale.]**

### 8.1 Introduction

**This policy provides the procedure for internal promotion between the grades for academic and teaching staff. Internal promotion is defined as advancement on merit to the next higher grade, not by appointment to a vacancy, or an advertised position.**

#### 8.1.1 *Equity of Access*

Internal promotion is based on merit. However, it may be limited by financial constraints of the University.

The University strives for equity of access to promotion through: managing financial constraints at University level

- transparent and fair criteria and standards
- monitoring by the Vice Chancellor

Where there are demonstrable recruitment and retention issues that involve a need to consider remuneration, these will continue to be considered under current remuneration practices.

#### 8.1.2 *Dean and Head of School/Head of Department*

Deans and heads of school/heads of department should encourage worthy candidates to apply for promotion.

It is the responsibility of the dean and heads to ensure that all staff is aware of the criteria and standards expected of staff for promotion.

#### 8.1.3 *Promotion Process*

In March/April in alternate years, after the approval of the Vice-Chancellor, the Director, Human Resources will:

- Advise academic and teaching staff of the forthcoming promotion consideration.
- Advise of the 4pm deadline on the last Friday in April for submission of applications.
- Ensure that application details are available through the dean/head of school.

The Director, Human Resources will arrange/liaise for the convening of the appropriate appointment committees for Section 8.2, and will arrange for the convening of the Professorial Appointment Committee.

Promotions will take effect on 1 July.

**For the time being, staff may submit an application to the Director, Human Resources at any time for internal promotion.**

#### 8.1.4 *Internal Promotion Committee (Lecturers)*

The Internal Promotion Committee consists of:

- a) the Vice-Chancellor or nominee (Chairperson)
- b) the Deputy Vice-Chancellor

- c) three members approved by the Vice-Chancellor who:
  - (i) are at the same or higher rank of the position applied for and
  - (ii) at least one of whom should have expertise in the discipline of the application.

The committee can decide whether it needs to interview the candidates.

Members must maintain confidentiality of individual applications and all matters relating to them. A member of an interview committee must not communicate any decision or information about the interview process to any applicant or anyone else.

Only the Vice-Chancellor or nominee may announce internal promotion appointments and deal with any correspondence in relation to any appeal.

### **8.1.5 Criteria**

The duties and responsibilities for each level of appointment are outlined in this Manual, Part II, sections 1 and 2 and in Appendix 11. Note the qualifications required. For TVET staff, a consideration will be the periodic ten days annual industry placement.

In applying the criteria for promotion, the Committee is required to give full and careful consideration to the duties and responsibilities specified for the applicant's present grade. The head of department/school and dean must also consider these carefully.

#### **There are two steps in the decision making process for promotion:**

1. The Committee must be satisfied that the candidate has reached and maintained a satisfactory level of performance in their duties and responsibilities as stipulated in the position description and as verified in the annual appraisal.
2. To recommend promotion, the applicant must have the qualification required for that level and the Committee must be satisfied that the candidate has demonstrated merit in either research/project work or contribution to teaching.

To demonstrate merit, it is not sufficient to have performed satisfactorily in teaching or research, even over an extended period. Satisfactory performance at the current grade can reasonably be expected of all staff.

#### **“Merit” is demonstrated by satisfying the following:**

For promotion from lecturer grade 2 to lecturer grade 1 and lecturer grade 3 to lecturer grade 2:

- a) for academic staff: research requirement is at least two published articles or projects during the previous three years OR
- b) teaching requirement is by special achievement in a number of the following and equivalent to (a):
  - the design, introduction and evaluation of effective teaching innovation
  - the introduction of improved teaching methods, design of experiments or
  - learning programmes etc.
  - course development and planning

- publication of textbooks and/or course materials designed to improve teaching quality, particularly those adopted for use by other institutions
- contribution to journals of standing in teaching and curriculum and/or articles on teaching in journals of standing in the discipline
- papers on pedagogy delivered to conferences etc.
- involvement as a researcher or consultant in research and development related to improvement of teaching and learning.
- demonstrated and sustained leadership in the dissemination of research outcomes and knowledge about effective teaching, University staff development programmes for improvement of teaching and/or collaborative approaches to teaching, supervision and curriculum development.

For promotion from lecturer grade 1 to senior lecturer:

- a) a masters degree or at least three published articles or projects during the previous three years

**OR**

- b) teaching requirement is by special achievement in a number of the following and equivalent to (a):

- the design, introduction and evaluation of effective teaching innovation
- the introduction of improved teaching methods, design of experiments or learning programmes etc.
- course development and planning
- publication of textbooks and/or course materials designed to improve teaching quality, particularly those adopted for use by other institutions
- contribution to journals of standing in teaching and curriculum and/or articles on teaching in journals of standing in teaching and curriculum and/or articles on teaching in journals of standing in the discipline
- papers on pedagogy delivered to conferences etc
- involvement as a researcher or consultant in research and development related to improvement of teaching and learning
- demonstrated and sustained leadership in the dissemination of research outcomes and knowledge about effective teaching, University staff development programmes for improvement of teaching and/or collaborative approaches to teaching, supervision and curriculum development.

## **8.2 Promotion for Academic & Teaching Staff Excepting Professorial Appointments**

### **8.2.1 Introduction**

This policy covers promotion to:

- a) Lecturer Grade III (TVET)
- b) Lecturer Grade II
- c) Lecturer Grade I
- d) Senior Lecturer

### 8.2.2 *Application Format*

- a) Separate front page:
  - Full name
  - Faculty/department
  - Present Position
  - Position applied for
  - State under which category “merit” is to be examined – teaching or research.
- b) A statement on a separate page why the applicant believes the criteria in 9.1.5 have been fulfilled and the duties and responsibilities of the position applied for can be fulfilled. (Applicants should read the position description for the position applied for (p.3-28 of this Manual) to note the duties and responsibilities of the position. Appendix 11 of the Manual should be read for evidence required of achievement in the essential selection criteria of (a) research, scholarship and publication, (b) teaching and (c) contribution to the discipline, university, community.)
- c) Curriculum Vitae: Full details of education, university training, degrees, teaching and other relevant experience (thesis supervision, curriculum development, policy initiatives etc.).

The applicants must:

- provide full details of research, publications, projects, seminar/conference presentations made.
- provide a photocopy of published articles, books, project etc. which must indicate the title, (journal), publisher, date and
- provide a copy of the research, project, seminar/conference presentation.

The application (one unbound copy only) should be lodged with the Director, Human Resources before the closing time.

### 8.2.3 *Appeal*

There is no right of appeal against non-promotion on the grounds of the judgment of the University.

There is a right of appeal against non-promotion on the grounds of

- a) a failure in procedure
- b) that is so substantial
- c) that it may have affected the decision.

Where the staff member has concerns, she/he may discuss these with the head of department/school, dean or deputy vice-chancellor.

If the staff member wishes to pursue the appeal, the staff member must write to the Vice-Chancellor stating the grounds for the appeal. The Vice-Chancellor may appoint a three-member committee to address the concerns in procedure and to advise the Vice-Chancellor on the appeal.

The Vice-Chancellor’s decision is final.

### 8.3 Internal Promotion to Level of Associate Professor and Professor

**This policy provides for promotion to the academic levels of Associate Professor and Professor. Appointments to these academic levels are only considered by the Professorial Appointment Committee.**

*The Executive Committee of Council at its meeting (28 May, 2009) decided that “as it is common practice in many universities that persons promoted to managerial positions – vice-chancellors and deputy vice-chancellors – who already have the title “professor”, retain that title without the necessity to meet the annual research and other requirements for that position”, the current Vice-Chancellor shall retain the title of ‘professor’.*

#### 8.3.1 Internal applicants

Internal applicants for appointment to Associate Professor or Professor will be considered on the criteria specified in **9.3.3.2 or 9.3.2.3** and the evidence as detailed in Appendix 11. Eligibility for appointment is not restricted by any specific service requirements.

The Professorial Interview Committee will bear in mind the criteria and evidence required for advertised professorial appointments. (Cf. C.3, C.4, C.5 above p14-20)

#### 8.3.2 Application Format

- a) Separate front page:
  - Full name
  - Faculty/department
  - Present Position
  - Appointment applied for
- b) A statement on a separate page why the applicant believes the criteria in 9.3.3.2 or 9.3.3.3 have been fulfilled and the duties and responsibilities of the position applied for can be fulfilled. [Applicants should read the position description (see p. 1.C.3, 1.C.4, 1.C.5 of this Manual to note the duties and responsibilities of the professorial position. Appendix 11 of the Manual should be read for evidence required of achievement in the essential selection criteria of (a) research, scholarship and publication, (b) teaching and (c) contribution to the discipline, university, community.]

The applicants must:

- (i) provide full details and of research, publications, seminar/conference presentations made in the last six years.
- (ii) provide a copy of published articles, books etc. which must indicate the title, (journal), publisher, date and
- (iii) provide a copy of the research, seminar/conference presentation.
- c) Curriculum Vitae: Full details of education, university training, degrees, teaching and other relevant experience (thesis supervision, curriculum development, policy initiatives etc.). awards.
- d) The application should include the names, addresses, telephone numbers, confidential facsimile numbers, confidential e-mail addresses, of three external referees of whom the University may make direct inquiries about the applicant’s academic standing, skills and abilities. The referees should be at or above the grade sought by the applicant, be

recognised nationally or regionally for an associate professor position, internationally for a professorship, in the applicant's discipline. References must not be supplied with the application.

The application (one unbound copy only) should be lodged with the Vice-Chancellor before the closing time.

### **8.3.3 Promotion process**

The Professorial Interview Committee (see 2.10.3) will consider in strict confidentiality the:

- (i) applications
- (ii) reports of three external referees
- (iii) and for short listed candidates, copies of books, articles, papers published or unpublished listed as research and scholarship for the last six years.

#### **8.3.3.1 Referees' Reports**

The applicant will advise in his/her application the names of three external referees. They should be:

- (i) of high regional and international standing.
- (ii) at the grade of professor/associate professor or professional equivalent.
- (iii) normally from the discipline or an allied discipline of the candidate.

The Committee will seek responses from the referees. In particular, the referees will be asked to comment on the applicant's merits and achievements in relation to each of the selection criteria.

The reports are sought on the basis that they are confidential to the Professorial Appointment Committee and that they will not be disclosed to the candidate.

#### **8.3.3.2 Associate Professor**

To recommend appointment to associate professor, the committee must be satisfied the applicant has a recent, considerable record of scholarship or professional research in the relevant discipline that is recognised nationally or regionally. In addition, there are requirements for a postgraduate qualification, for contribution to the profession and/or teaching and to the university, (see Appendix 11) as well as an ability to encourage quality research and provide academic leadership in professional activity and policy development.

It is not sufficient to have performed satisfactorily in teaching, research or contributions to the University, even over an extended period. Satisfactory performance is expected of all staff.

#### **8.3.3.3 Professor**

To recommend appointment to professor, the committee must be satisfied that the applicant has a recent distinctive record of scholarly and professional published research in the relevant discipline that is recognised internationally. In addition, there are requirements for an advanced qualification, for notable achievement in the profession or teaching and curriculum development, (see Appendix 11) and that the appointee will be a leading authority in the relevant discipline area.

It is not sufficient to have performed satisfactorily in teaching, research or contributions to the University, even over an extended period. Satisfactory performance is expected of all staff.

#### **8.3.4 Decision and Appeal**

- a) The decision of the Professorial Interview Committee will be reported by the Chairperson to the next meeting of the Executive Committee or Council whichever is first.

The Vice-Chancellor will inform the applicant once the Professorial Interview Committee makes its decision.

- b) There is no right of appeal of non-appointment on the grounds of the judgment of the University.

There is a right of appeal against non-appointment on the grounds of :

- (i) a failure in procedure
- (ii) that is so substantial
- (iii) that it may have affected the decision.

When the applicant has concerns she/he may discuss these with the Vice Chancellor. If the applicant wishes to pursue the appeal he/she must submit these in writing to the Vice-Chancellor who will refer the appeal to the Pro-Chancellor.

The Pro-Chancellor shall appoint a committee of five Councillors who do not have a conflict of interest, are not employees or a student of the University and who were not the Interview Committee, to hear the Appeal. The Appeal Committee's decision shall be final.

#### **8.4 Appointment to the Level of Professor (Personal Chair)**

The University regards a Personal Chair as a mark of considerable distinction. Such an appointment is made only when the candidate has demonstrated professional distinction and excellence. At least two members of associate professor or professor rank within the University should, with the consent of the candidate, recommend the candidate.

Recommendations for appointment to a Personal Chair shall be made to Council through the Vice-Chancellor.

The candidate will submit an application the same as that in 9.3.2 and lodge the application with the Vice-Chancellor.

The Vice-Chancellor will inform the candidate when Council has made its decision.

Council's decision will be final.