

May 2017

ACADEMIC STAFF PROMOTIONS 2017

LEVELS 1 & 2

Senior Lecturer/Senior Research Officer

Lecturer/Research Officer

Senior Practising Veterinarian/Professional Clinician

Practising Veterinarian/Professional Clinician

Senior Tutor

Tutor

Senior English Language Teacher

English Language Teacher

**MASSEY
UNIVERSITY
HELPS SHAPE
THE LIVES AND
COMMUNITIES
OF PEOPLE IN
NEW ZEALAND
AND AROUND
THE WORLD.**

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1. INTRODUCTION

Massey University helps shape the lives and communities of people in New Zealand and around the world. A priority for Massey is to recruit and retain the best staff, maximise their potential and reward them for outstanding work and effort. Academic promotion is key to ensuring Massey recognises and rewards the excellent contribution of our staff and provides support to progress their careers.

In 2016 the University implemented a new promotion process and set of criteria that recognise the increasing diversity of academic roles and the more varied career paths that are evident in a progressive global university environment. These have been updated for 2017 to make the process easier for applicants, heads of unit and promotions committees to follow.

The Education Act 1989 provides the overarching context within which academic promotions are considered at Massey. Of particular relevance are S159AAA and S 162 (4)(a).

S159AAA lists the outcomes expected of tertiary education in general, covering not only Universities but also Wananga, Polytechnics and other providers of tertiary education. Specifically, this section provides for a:

“tertiary education system that—

- (a) fosters, in ways that are consistent with the efficient use of national resources, high quality learning and research outcomes, equity of access, and innovation; and*
- (b) contributes to the development of cultural and intellectual life in New Zealand; and*
- (c) responds to the needs of learners, stakeholders, and the nation, in order to foster a skilled and knowledgeable population over time; and*
- (d) contributes to the sustainable economic and social development of the nation; and*
- (e) strengthens New Zealand’s knowledge base and enhances the contribution of New Zealand’s research capabilities to national economic development, innovation, international competitiveness, and the attainment of social and environmental goals; and*
- (f) provides for a diversity of teaching and research that fosters, throughout the system, the achievement of international standards of learning and, as relevant, scholarship.*

S162(4)(a) provides that:

“In recommending to the Governor-General under subsection (2) that a body should be established as a college of education, a polytechnic, a specialist college, a university, or a wananga, the Minister shall take into account—

- (g) that universities have all the following characteristics and other tertiary institutions have 1 or more of those*

characteristics:

- (i) they are primarily concerned with more advanced learning, the principal aim being to develop intellectual independence:*
- (ii) their research and teaching are closely interdependent and most of their teaching is done by people who are active in advancing knowledge:*
- (iii) they meet international standards of research and teaching:*
- (iv) they are a repository of knowledge and expertise:*
- (v) they accept a role as critic and conscience of society."*

The Massey University promotion processes aim to be clear, fair, equitable and transparent. The processes are subject to annual review and improvement in the light of experience and feedback.

The Academic Promotion Round 2017 Booklet applies to applications for promotions at Levels 1 and 2 (see definitions below), including applications for movement within and to salary ranges and levels for academic grades from Tutor up to and including Senior Lecturer - Range 2.

It also details the Decision-making Procedures and Review Procedures for Level 1 and 2 Promotions.

There will be a separate round for promotions to Associate Professor and Professor and academic staff wishing to seek promotion to either of those ranks should refer to the academic promotions booklet titled "Academic Staff Promotions 2017 – Professor & Associate Professor".

1.1 Promotion is defined as:

- (a) movement over a salary bar;
- (b) movement to a higher grade;
- (c) accelerated progression on the current salary scale or within a salary range.

1.2 Level 1 promotions are defined as

- (a) accelerated increments and movement over a salary bar in the following grades:
 - English Language Teacher
 - Senior English Language Teacher
 - Tutor
 - Senior Tutor
 - Practicing Veterinarian/Professional Clinician
 - Lecturer/Research Officer
 - Senior Lecturer Range 1/Senior Research Officer Range 1
- (b) movement from:
 - English Language Teacher to Senior English Language Teacher
 - Tutor to Senior Tutor
 - Practicing Veterinarian/Professional Clinician to Senior Practicing Veterinarian/Senior Professional Clinician
 - Lecturer/Research Officer to Senior Lecturer/Research Officer

1.3 Level 2 promotions are defined as movement to and within:

- Senior Practicing Veterinarian/Professional Clinician Range 2
- Senior Lecturer Range 2/Senior Research Officer Range 2 grades;

Consideration for promotion at any level involves two steps. First, the Committee must be satisfied that the applicant has reached and sustained a level of performance consistent with their current position.

Second, the applicant must demonstrate the following:

- (h) sustained merit (for Level 1 promotions);*
- (i) (b) sustained excellence (for promotion to and within Senior Lecturer Range 2/Senior Research Officer Range 2).*

2. GENERAL INFORMATION

2.1 The decision to apply is for the staff member to make. Nevertheless, prospective applicants are encouraged to consult with their Head of Department/Institute/School or a senior colleague on the appropriateness of the timing of the application and the level of promotion being requested. Only one application for any level of promotion can be made in a year.

2.2 If your application for the level sought is unsuccessful, the College Academic Promotions Committee may consider if your application merits a lesser promotion or progression. In exceptional cases, the Committee may consider awarding a promotion or progression above that requested including recommending that a particularly meritorious application be submitted to the University Academic Promotions Committee for consideration for promotion to Associate Professor or Professor.

2.3 Applicants are advised that each Head of Department/Institute/School will:

- (a) receive all applications;
- (b) supply a statement concerning each applicant to the College Academic Promotions Committee (a senior staff member may be delegated by the HoD/I/S to prepare the statement on his/her behalf);
- (c) make available to the applicant a copy of the HoD/I/S statement.

Please note that a Head of Department/Institute/School cannot stop an eligible applicant submitting an

application for promotion. It is necessary, however, that the Head of Department/Institute/School be aware of the promotion application, and submit a supporting statement as part of the application.

Where there may have been a relatively recent change in reporting line an applicant may request their HoD/I/S seek additional comments from their former HoD/I/S for integration into the statement.

2.4 A Head of Department/Institute/School may make a recommendation for promotion on behalf of a staff member. In this situation, the guidelines for preparing applications should be used, making it clear that a recommendation is being made, rather than an application.

2.5 The proposed timetable for the Promotions Round is set out in Appendix 1. Please note that while every effort will be made to follow the timeline, a legitimate need may arise to vary it. If this occurs, all reasonable effort will be made to advise applicants accordingly.

2.6 Applications for promotion must be made through the online system which can be viewed [here](#). Advice on how to complete your application can be viewed [here](#).

2.7 For salary scale information, refer to the MU Collective/Individual Employment Agreement which can be viewed [here](#).

2.8 The effective date of promotion is normally the 1st of January following the Promotion Round.

3. ELIGIBILITY

- 3.1** All academic staff on continuing employment agreements are eligible to apply.
- 3.2** Staff on fixed-term agreements are not eligible to apply for promotion through this process.

4. SUBMITTING THE APPLICATION

- 4.1 Applications must be made through the online system.
- 4.2 Applications must be submitted to your Head of Department/Institute/School by **21 July 2017**.
- 4.3 It is essential that applicants submit up-to-date and accurate information, including an up-to-date CV (twelve pages maximum). Please ensure that your application is succinct while providing the level of information to ensure an application can be reviewed fairly.
- 4.4 Testimonials solicited from students, staff or colleagues are not to be included with promotion applications.
- 4.5 The online system will not accept any late applications.
- 4.6 Applicants are to ensure that their case is submitted complete in every respect and should include all the evidence they wish to be considered. Applications are considered on the basis of the information provided at the time of submission, (ie. no later than) and subsequent information cannot be accepted.

5.1 General Information

5.1.1 Up to four fields of contribution may be considered in assessments for promotion. Each is evaluated to the extent that is consistent with the context in which staff members work, their job description and their conditions of employment which must be validated by an applicant's HOI/S/D in written format.

The four fields are:

- Teaching and Supervision
- Research and Enterprise
- Academic Citizenship
- Clinical and Professional Practice

5.1.2 The promotion system aims to be flexible and sensitive to the differences among personal circumstances and career stages. It recognises that academic staff may focus their attention on different areas at different times in their careers. This may be the result of an academic unit requirement; on other occasions, it will be relevant to the discipline. In some fields, an academic staff member's major research accomplishments come early in their career; in others it occurs later, when the individual has had the opportunity to expand their perspectives. It is expected that over an academic staff member's career the balance of activity among the fields will change. It is therefore important that the changes are discussed and agreed with your line manager or head of School and documented in written format. For example, a job description, a variation letter, a PDP, or any other appropriate written format. The HoD/I/S must

provide a statement validating the fields chosen by the applicant which is consistent with the formally agreed responsibilities of their current role. An up-to-date job description is to be attached to the application.

5.1.3 A promotion portfolio will be assessed holistically on whether an applicant has demonstrated sustained merit or excellence (depending on the level of promotion being applied for) in whichever fields are appropriate to the staff member's role. For example:

- for a Lecturer/Senior Lecturer, this would normally be two fields (Teaching & Supervision, Research & Enterprise) with at least competency in Academic Citizenship.
- for a Tutor/Senior Tutor, English Language Teacher/Senior English Language Teacher, it would normally be one field (Teaching & Supervision) with competency in Academic Citizenship
- for a Practising Veterinarian/Senior Practising Veterinarian, Professional Clinician, it would normally be one field (Clinical and Professional Practice) with competency in Academic Citizenship
- for a Research Officer/Senior Research Officer, it would normally be one field (Research & Enterprise) with competency in Academic Citizenship

Nevertheless, it is understood that the emphasis between the fields may differ from individual to individual. In exceptional circumstances, it is

possible to have sustained merit or excellence in just one field alone or all required fields together. In such circumstances, the detail of an applicant's case must be detailed in the application and validated by the Head of Unit.

5.1.4 The responsibility is with each academic staff member to identify which fields they are submitting their application under. Fields are selected using the online system when preparing the application. Applicants must provide evidence that will demonstrate that they have met relevant performance expectations of their role, and specific promotion criteria. Staff will need to identify by number which criteria they are seeking to be assessed against and provide a narrative account of the significance, intent and impact of the evidence provided. Each portfolio will be tailored to the specific responsibilities of the individual staff member and staff are encouraged to make arguments for their work in ways that are most appropriate to the purposes of their role.

5.1.5 "Sustained" will normally be regarded as performance over three or more full academic years for movement across a bar; or two full academic years for movement within a grade. Please note that the definition of sustained refers to performance since appointment or last promotion at Massey only, and not in previous employment.

5.1.6 Each of the standards (merit and excellence) indicates the performance expected for the grade to which it applies. It is not sufficient for an applicant to have performed adequately over an extended period of time in their current grade for them to be promoted to a higher grade.

5.1.7 Performance expectation differences between Level 1 and 2 are outlined as follows: At Level 1, staff are expected to be **making a substantial contribution to**; At Level 2, they are expected to be **advancing or leading** (again this will be appropriate to the staff member's role as verified in 5.1.3 above.).

5.1.8 When considering promotion applications, promotion panels will be required to consider **achievement relative to opportunity**. This means that sustained merit or excellence will

be determined by assessing the applicant's achievements relative to the opportunities available to them since the date of their last promotion. This includes productivity relative to actual time available for employment-related activities and capacity to undertake certain types of activity. Applicants are encouraged to disclose relevant professional/personal circumstances/absences and working arrangements under the absences or additional information section of the online system.

5.1.9 When considering applications for promotion, College panels are instructed to be mindful of the University's commitment to academic freedom as entrenched in sections 1.3 of the Policy on Staff Conduct: The University accepts its responsibilities as critic and conscience of society, fostering and encouraging the testing of received truths and the creation of new knowledge, and the dissemination of these views with integrity and respect.

5.2 Four criteria:

Listed below are the four specific criteria which an applicant may choose depending on the agreed terms and conditions of their employment. An applicant does not need to meet all listed criterion. However, there must be a sufficient number to demonstrate sustained merit or excellence (depending on level of application). It is the responsibility of the applicant to provide the necessary evidence to support their application.

5.3 Criteria and Evidence Specific to Teaching and Supervision

The Massey University promotion criteria recognise teachers and supervisors who are able to demonstrate high levels of achievement, impact and peer recognition by making a substantial contribution to or leading successful teaching programmes and teams through, for example: **Making a substantial contribution to or leading** successful teaching programmes and teams through, for example:

TS 1 Designing innovative, inspirational, technologically advanced and/or diverse approaches to curriculum design and delivery

TS 2 Stimulating the learning experience by sharing knowledge from their own research,

scholarship and creative work and/or clinical and professional practice with students and within course/paper/programme content

TS 3 Earning student and peer endorsement for the content, design and delivery of courses

TS 4 Advancing an active and thriving postgraduate culture in their College and University communities

TS 5 Engaging stakeholders in programme and curriculum content, design, delivery, assessment and work integrated learning opportunities, where appropriate

TS 6 Enabling high levels of student and graduate participation, achievement and skills acquisition to maximise post-graduation outcomes

TS 7 Demonstrating commitment to the recruitment and academic success of Māori students, including inclusion of Māori aspects in course curriculum and assessment; contribution to Māori students and supervision, and consulting on the Māori content of degrees

TS 8 Demonstrating commitment to Pasifika curriculum development and the recruitment and academic success of Pasifika students

TS 9 Initiating, leading, and/or making a significant contribution to enterprising teaching practice-based projects with demonstrable social, cultural or economic impact within and beyond the University

TS 10 Engaging, inspiring and educating students and graduates to develop entrepreneurial skills, competencies and projects

TS 11 Building diverse networks that generate opportunities for faculty and students to engage in enterprising activities and other employment opportunities.

5.4 Criteria and Evidence Specific to Research and Enterprise

The Massey University promotion criteria recognise researchers and scholars who are able to demonstrate high levels of achievement, impact and peer recognition by, for example:

RE 1 Creating and disseminating, individually and/or as part of a team, original research/scholarship and/or creative works of national and/or international significance as appropriate

RE 2 Demonstrating a commitment to transparency of research conduct with findings being subject to scrutiny and rigorous assessment by experts within their field and other stakeholders

RE 3 Advancing knowledge by disseminating the outcomes of their research/scholarship/creative works widely and continuously in academic, public and professional fora

RE 4 Producing work, either individually or via mutually beneficial partnerships, that is of direct relevance to and impact on the specific social, cultural, economic and educational needs of national and international communities, government, business and society

RE 5 Demonstrating commitment to research that advances Māori scholarship, focuses on kaupapa Māori, is led by Māori, views any issue from a Māori perspective, promotes tikanga tuku iho and supports the needs of iwi, hapū, whānau, mata waka and other Māori communities

RE 6 Demonstrating commitment to the University's policies and priorities for advancing Pasifika research and development

RE 7 Demonstrating a highly productive research trajectory based on quality research outputs

RE 8 Developing and/or contributing to the maintenance of a vital, high quality research environment for the benefit of their students, colleagues and their disciplines within the University and beyond, including mentoring new and emerging researchers into successful research careers

RE 9 Generating research income through external funding bids, commercialisation and in-kind support through strategic partnerships and/or new revenue sources from enterprise/entrepreneurial/consultancy projects; grants, sponsorship funding or in-kind contributions to research projects

RE 10 Securing patents, design registrations or the creation of other commercialisable intellectual property, technology transfers and business hatching/incubators/start-ups.

5.5 Criteria and Evidence Specific to Academic Citizenship

Academic citizenship at Massey University takes many forms and is guided by the principle of conscientious and responsible institutional involvement that extends beyond immediate colleagues, students, discipline or university to include obligations to society at large. At a formal level, it involves the assumption of leadership and management at an appropriate level. At an informal level, academic citizenship embraces responsibilities to colleagues, whether inside or outside the institution, such as helping, nurturing and supporting their work, especially that of younger or newer colleagues. It includes generous, mutually-respectful and supportive working relationships with academic, professional and technical staff, be they permanent or fixed term. In all, the best acts of good citizenship demonstrate personal commitment towards excellent academic practice.

The Massey University promotion criteria recognise academic staff who are able to demonstrate high levels of engagement and impact in areas of academic citizenship by, for example:

AC 1 Demonstrating disciplinary leadership or a significant contribution through developing or participating in the development of conferences, wānanga, symposia, public lectures, public debates, exhibitions, and other events that connect the university with relevant local, national and international communities

AC 2 Demonstrating disciplinary leadership or a significant contribution as members of public, professional, industry advisory, community or accrediting bodies and national or international organisations, networks and societies

AC 3 Representing the discipline, profession and the University as a critical commentator or expert consultant in the community and the media, including social media and other forms of public communication

AC 4 Leading, chairing or making a significant contribution to high performing organisational units (eg. schools or research centres), research groups, networks and/or successful university-wide or external initiatives, and University-wide committees (such as the Doctoral and Ethics committees) and boards (such as College and Academic Boards)

AC 5 Supporting colleagues, research students and external academic peers through journal editing, paper reviewing, thesis examination, refereeing grant applications, sitting on funding panels, quality assessment and assurance panels

AC 6 Mentoring junior staff

AC 7 Promoting, and supporting the embedding of te reo and tikanga into internal University activities; ensuring that university employees can conduct themselves well and confidently in Māori situations when the need arises; providing advice/upholding kaupapa and tikanga Māori for academic units and/or the university

AC 8 Engaging in and designing stimulating recruitment initiatives

AC 9 Supporting students through student advising, pastoral support, and the design of academic student services that facilitate a positive experience for them

AC 10 Organising extra curricular activities that stimulate the learning and research environment, such as field trips and international study tours

AC 11 Representing the College, University or academic discipline on public, professional, industry advisory, community or accrediting bodies and at external events, in committee meetings and on appointment panels, national and international organisations, networks and societies, and Treaty of Waitangi related activities

AC 12 Representing the interests of academic staff in TEU related activities

AC 13 Creating initiatives and events that enhance the environment of the University and its reputation as a great place to work, study and advance knowledge

AC 14 Initiating, leading, and/or making a significant contribution to enterprising community-linked projects with demonstrable social, cultural or economic impact within and beyond the University

AC 15 Strengthening cooperation between the University and local and national firms, central and local government, social enterprises, schools, alumni and entrepreneurs.

5.6 Criteria and Evidence Specific to Clinical and Professional Practice

The Massey University promotion criteria recognise academic staff who demonstrate high levels of achievement, impact and peer recognition in clinical and professional practice by, for example:

CPP 1 Serving the community via provision of high-quality clinical/professional teaching and service that maintains/or increases caseload of the clinic (or professional practice); builds the reputation of the service; is recognised and valued by the wider public and profession; and is adopted by the wider profession

CPP 2 Engaging with the wider profession to address critical deficiencies in knowledge and services; to develop clinical and teaching activities; to establish significant participation and/or leadership in national (international) professional organisations

CPP 3 Attracting clients to the clinic (or professional practice); and supporting post-graduate students to engage in clinical and professional training opportunities such as internships and residencies

CPP 4 Improving clinical/professional practice through scholarship and dissemination of best practice, including presenting and/or publishing in internationally reputable media and other fora research/scholarly works related to clinical or professional practice

CPP 5 Demonstrating significant participation and/or leadership in governance of the clinic/practice; in university, national, international bodies

CPP 6 Integrating teaching into clinical (professional) service by (for example) meaningful inclusion of students (undergraduate, intern, resident) in the management of cases; fully utilising case material for effective undergraduate (intern, resident) training; developing novel teaching methods around clinical caseload; generating new caseload to support teaching; developing clinical teaching methods whose value is acknowledged by peers; leading development of clinical curriculum; responsibility for organisation of clinical rosters and papers/courses.

6. DECISION-MAKING PROCEDURES

- 6.1** Decisions will be made by the College Academic Promotions Committees. Details concerning the membership and procedures of College Academic Promotion Committees are in Appendix 5.
- 6.2** Decisions for all promotions will be based on the information contained in the application and the Head of Department/Institute/School statement.
- 6.3** Decisions will be conveyed to applicants in writing.
- 6.4** All unsuccessful promotions applicants will be provided with written feedback from the relevant Pro Vice-Chancellor and also invited to meet to discuss the outcome of their promotion application. The applicant may choose to take a support person from within the University to this meeting.
- 6.5** Names of successful applicants and the general nature of their promotions may be published at the completion of the substantive academic promotions round each year if applicants provide their permission on the application form.
- 6.6** An analysis of the promotion round decisions will be published each year in the People@Massey newsletter.

7. REVIEW PROCEDURES

- 7.1** Applicants may only request a review of the decision on procedural grounds. A procedural ground is an aspect of the procedure that was not correctly followed and which had a material impact on the decision that was made.
- 7.2** Notices will be placed in the People@Massey newsletter and also sent to all Heads of Departments/Institutes/Schools reminding applicants of the opportunity to seek such a review.
- 7.3** Applications for review of decisions close **10 November 2017**.
- 7.4** Requests for review will be considered by the University Promotions Procedures Review Committee (Details in Appendix 6). Where any procedural shortcoming is identified, the individual's application will be returned to the relevant college promotion committee for reconsideration, with the requirement that the necessary procedures be followed.
- 7.5** Applicants who have requested a review will be notified in writing of the decision.

8. PRIVACY AND CONFIDENTIALITY

- 8.1** All materials and deliberations relating to academic promotion applications will be treated in the strictest confidence by all participants in the promotions and review processes. Committee members **will not discuss applications or committee recommendations outside of the Committee meetings. Information obtained may be used for the training and development of Committees.**
- 8.2** Members of College Academic Promotion Committees and the University Promotions Procedures Review Committee are assured by the University that their deliberations and comments will remain confidential within the process of promotions and will not be released to applicants.
- 8.3** Applicants will have access on request to the Independent Observer report.
- 8.4** Applicants will not have access to evaluative material gathered for the express purpose of assessing suitability for promotion in order to maintain the promise of confidentiality made by the University to members of College Academic Promotion Committees and the Promotions Procedures Review Committee. Evaluative material will include supporting comments from HoD/S/I, comments obtained from other senior staff and records of the deliberations of any committee and the University Promotions Procedures Review Committee.
- 8.5** Information collected for the purposes of assessing suitability for promotion will not be held longer than necessary.

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APPENDIX 1

2017 PROMOTIONAL ROUND

DATE	TIMETABLE
By 29 May	Academic Promotions Booklets and eligible academic staff lists sent to Heads of Department/Institute/School. General notice re promotion round in People@Massey Newsletter.
May	Pro Vice-Chancellors through HoD/I/S's call for 'expressions of interest' from all academic staff not seeking promotion who are interested in serving on the College Promotions Committees. Academic Staff Unions and the Pro Vice-Chancellor jointly call for 'expressions of interest' from academic staff not seeking promotion who are interested in serving as an Independent Observer on the College Academic Promotions Committees.
12 June	Round opens – all levels
21 July	Closing date for applications to Head of Department/Institute/School
11 August	Applications submitted to Pro Vice-Chancellors for assessment by College Academic Promotions Committees
4 September and 15 Septmeber	College Academic Promotions Committees meet
29 September	College Academic Promotions Committee decisions, report and rankings submitted to People & Organisational Development.
16 October	Applicants for promotion notified of decision
10 November	Closing date for requests for review of the decision - procedural grounds only.
Between 4 – 8 December	University Promotions Procedures Review Committee meets
By 19 December	Applicants requesting review notified of decision

NB. Please note that while every attempt will be made to adhere to this timeline, events or circumstances may occur that necessitate a change. Staff, through their HoD/S/I will be notified accordingly.

APPENDIX 2

COLLEGE ACADEMIC PROMOTIONS COMMITTEE(S)

Membership:

- (a) Pro Vice-Chancellor (Chair).
- (b) Minimum of four and up to seven academic staff (excluding HoD/I/Ss or equivalent).
- (c) Promotions committees should take into account the diversity of the academic staff in the College. There should be a gender balance on the committee and a minimum of one Māori staff member.
- (d) College Promotions Committees may include a member of staff from another College.
- (e) Independent Observer who may be appointed by Academic Staff Unions and the Vice-Chancellor. In the absence of any nominations from the Unions, the Pro Vice-Chancellor or Assistant Vice-Chancellor (People & Organisational Development) will appoint a suitably qualified person to undertake this role.
- (f) A representative from People & Organisational Development (in attendance).

Notes:

- (i) *Should the Pro Vice-Chancellor not be available, then they may appoint a replacement Chair.*
- (ii) *Each College Promotions Committee will appoint one of its members to monitor equity and conflict of interest matters.*
- (iii) *The role of the Independent Observer is to monitor the committee processes and decision-making. The Independent Observers will not have access to the documentation submitted by the applicants, Heads of*

Departments/Institutes/Schools. They will have speaking rights only in relation to procedural matters and will not participate in the decision-making of the committee. The Independent Observer will sign a confidentiality agreement and provide a written report to the Vice-Chancellor, Unions, Chair of the College Promotions Committee and People & Organisational Development once the Committee has made its decisions.

- (iv) *The role of the representative from People & Organisational Development (POD) is to provide general advice to the Chair and the College Promotions Committee on matters of procedure, application of promotion criteria, EEO, the operation of academic salary scales and to also record the decision on each application for later collation by POD.*

Terms of Reference:

- (1) To conduct its business fairly, confidentially and with consistency.
- (2) In accordance with the set criteria:
 - (i) *rank Level 1 applications*
 - (ii) *make decisions in respect of Level 1 promotions;*
 - (iii) *rank Level 2 applications*
 - (iv) *make decisions in respect of Level 2 promotions*
 - (v) *formulate written grounds for all decisions which will be used as the basis for feedback to applicants by the Pro Vice-Chancellor.*

- (3) To prepare a report on its procedures and processes, including how it dealt with equity issues, and the pattern of its decisions and recommendations for both Level 1 and Level 2, with the report going to the University Promotions Procedures Review Committee. The report must also contain short summarised feedback relevant to each area of all candidate applications. This information should be used as the basis for written feedback. The final report is to be provided to People and Organisational Development and will also be shared with University Promotions Procedures Review Committee.

Procedures:

- (1) Committee members will have access to all relevant documents (including applications, HoD/S/I statements,) at least 14 days prior to meeting.
- (2) Decisions will normally be reached by discussion and consensus. Where this is not possible a majority vote may determine the decision.
- (3) Committee procedures will ensure that there is consistency with the University EEO Policy.
- (4) The Committee Chair will instruct the members and the Independent Observer prior to the commencement of the meeting on matters of confidentiality and conflict of interest, and include a statement concerning this in the College Academic Promotions Committee report.

APPENDIX 3

UNIVERSITY PROMOTIONS PROCEDURES REVIEW COMMITTEE

Membership:

- (a) An Assistant Vice-Chancellor (Chair)
- (b) Another Assistant Vice-Chancellor
- (c) A Professor with broad experience in the University
- (d) An Equity Observer (in attendance)
- (e) Assistant Vice-Chancellor (People & Organisational Development) or delegate (in attendance)

(Note: Should any of the above persons be unavailable, the Vice-Chancellor will appoint a replacement for that person.)

Terms of Reference:

The PPRC will meet for two purposes:

- (1) To review the procedures followed by the various college promotions committees each year. In doing this, it will consider the reports provided by each promotions committee and the reports of the Independent Observers, and produce an overall report on the promotions round procedures for the Vice-Chancellor.
- (2) To consider requests for reconsideration put forward by any applicant for promotion in that year.

Such requests must be detailed in writing and must clearly identify any matters of procedure that the applicant wants the Committee to review. The Committee shall consider such applications to determine whether the relevant Academic Promotions Committee failed to adhere to procedural

requirements. Where the Review Committee considers that there were procedural deficiencies and where it considers those deficiencies materially impacted on the relevant Academic Promotion Committee's decision, it shall return the individual's application to the relevant college promotion committee for reconsideration with the requirement that the necessary procedures be followed.

Procedures:

- (1) Committee members will have access to all relevant documentation at least 7 days prior to meeting. This will include, as applicable reports from relevant promotion committees on their procedures and processes, Independent Observer reports, copies of promotion applications submitted by the applicants requesting reconsideration, the relevant HoD/I/S statements, copies of relevant committees' written grounds for the decision and, a statement from the HoD/S/I and Pro Vice-Chancellor on the review request.
- (2) The Committee may seek further information as required.

APPENDIX 4

SUMMARY OF RESPONSIBILITIES

1. Applicant:

- Consult with HoD/I/S or a senior colleague on the appropriateness of the timing of the application and the level of promotion being requested.
- Refer to your College's panel specific guidelines (available on request from the Pro Vice-Chancellor).
- Ensure application is complete and up-to-date in all respects and includes all the evidence you wish to be considered, including a current curriculum vitae and up-to-date job description.
- Submit completed application form online. Please ensure that all information provided is succinct and accurate. The word limit for each section and total application length is as follows: **Two page** overview. Each section – Teaching, Research, Clinical and professional Practice, and Academic Citizenship must be no longer than **three pages**, Appendix **four pages**, Curriculum Vitae **twelve pages**. Job Description **two pages**. The use of hyperlinks is encouraged when referencing material that can be stored or is located electronically.
- Using the online system, applicants must first choose the fields they are applying under. Secondly applicants are required to select the specific criteria that will be discussed and evidenced within the application demonstrating they have met the necessary performance expectations relevant to their roles.
- Cross reference your narrative to the numbered criteria.
- Do not provide evidence for fields that are not relevant to the application.
- Do not provide evidence that has already been considered in a previous successful promotions application.
- Be aware that not all committee members are experts in your discipline or sub-discipline. Explain the nature and significance of the evidence you are presenting in an accessible form, including the relevance and impact of outputs. Do not reply on bibliometrics to tell the whole story.
- Do not claim the same activity under different fields. Once is enough.
- Take time to complete your brief overview.
- Be explicit about your distinctive contribution to a collaborative or team output or initiative where appropriate. Ensure your contribution is properly differentiated from other team members who may also be applying for promotion.
- For PhD supervision indicate the proportional share of supervision allocated to each supervisor.
- Applicants who have been unsuccessful in the promotion round immediately preceding the current round should carefully consider, in conjunction with their line manager, whether their claim for promotion has significantly improved before lodging a subsequent application. Where an applicant in these circumstances chooses to lodge an application,

they must ensure that the new application clearly indicates the ways in which the claim for promotion has been strengthened since the last application. Applicants must ensure that they address any recommendations made by the Promotions Committee in relation to their previous application.

2. Head of Department/Institute/School:

- Draw this document to the attention of all eligible academic staff in their department.
- Be aware of the need to control for implicit bias, and positively mentor women, Māori, pasifika and other minority or disadvantaged staff to apply for promotion.
- If requested, discuss the merits and appropriateness of the application for promotion with the staff member.
- Ensure the applicant's job description is up-to-date.
- Provide appropriate mentors for applicant if requested.
- Complete a statement using the University template. All statements must be signed.
- Supply a holistic statement that addresses the applicant's merits against the fields applied under. Highlight the major strengths, events, initiatives and achievements of the applicant in relation to the criteria.
- Validate that the fields chosen by the applicant are consistent with the responsibilities of their current role.
- Confirm the applicant's claims made about collaborative or team contributions.
- Incorporate comments from a former HoD/I/S if requested by any applicant who has had a recent change in reporting line.
- Provide a copy of the statement to the applicant.

3. Pro Vice-Chancellor:

- Call for 'expressions of interest' from academic staff not seeking promotion who are interested in serving on the College Academic Promotions Committee.
- Convene and chair meetings of the College Academic Promotions Committee.
- Instruct members of the Promotions Committee and the Independent Observer on matters of confidentiality and conflicts of interest.
- Ensure that detailed notes are recorded in relation to all decisions. In the event of an appeal these will be used to verify whether procedures were correctly followed.
- Prepare a written report on the procedures and processes followed by the College Academic Promotions Committee and summarise in writing the grounds for each decision.
- Set the salary levels of successful applicants taking into account salary relativities within their College and across the University. Note, this is no longer the responsibility of College Promotion Committees. People and Organisation Development will provide each College with a report containing salary information.
- If requested, meet with unsuccessful staff members seeking feedback.

