GUIDE TO ACADEMIC PROMOTION

2022 Academic Promotion Round

CONTENTS

PART 1: OVERVIEW

1.1 **[Introduction]** Promotion is intended to recognise and reward sustained excellence assessed on merit demonstrated across the areas of academic activity, providing an opportunity for academic staff to achieve their career goals and aspirations. Staff members intending to apply for promotion are encouraged to discuss their promotion applications with their supervisor at their annual performance review and use as much information as is relevant from this process when preparing their application for promotion. Applicants may submit an application for promotion irrespective of advice from the supervisor.

1.2 **[Guide to Academic Promotion]** is designed to assist eligible staff to complete their Promotion Application. Part 2 outlines the application process, while Part 3 provides explanatory notes for the applicant. Part 4 provides advice to the designated supervisor and the Dean (People & Resources) while Part 5 (for promotion to Levels D and E only) provides guidance to the Vice-President and Executive Dean/Portfolio Head. Part 6 pertains to final comments by the applicant.

1.3 **[Eligibility]**

- **[Continuing/Convertible/Continuing Contingent-funded staff]** (full-time or fractional) may apply for promotion.

- **[Fixed-term staff]** With the exception of staff appointed to Sessional Fixed-term roles, fixed-term academic staff, including those in grant-funded positions, may apply for promotion, provided that the cumulative term of their appointment is for at least three years. Within this constraint, a fixed-term applicant may apply for promotion at any time during their overall contract period. Promotion to a higher level will not alter the original term of a staff member's fixed-term or convertible appointment (should the latter category of appointment not be converted).

1.4 **[Level of Promotion Sought]** Promotion determinations are made to the next classification level unless the Vice-Chancellor determines, following a request from the applicant, that there are exceptional circumstances and that it is in the best interests of the University for promotion to a higher level to be considered. Any request for such a consideration should be discussed with the supervisor and lodged with the Vice-Chancellor prior to completion of the relevant Application Form.

1.5 **[Criteria for Promotion]**

1.5.1 **[The Academic Profiles and where relevant, the formal Position Description]** will be used:

- as the basis for applications for promotion;
- as the basis for supervisors and the Promotion Committees to assess the staff member's performance in each area of academic activity; and
- to achieve consistency in the expectations and evaluations of staff performance in different areas across the University.

1.5.2 **[Academic Profiles]** provide examples of expectations about minimum qualification requirements, and indications about the nature of activities to be performed in each of the areas of academic activity (with separate Profiles relating to Teaching Specialist positions). These are not exhaustive and there is no significance in the order of the dot points under each area of activity in the Profiles. The Profiles should be read in conjunction with the Evidence of Performance for Promotion – Guidelines, which detail the range of statements about evidence that might be provided in support of the application. Applicants for promotion should use these as a framework in developing their case for promotion in Section 2.

1.5.3 **[Position Descriptions]** are particularly relevant for staff appointed to research-only, teaching specialist or education-focused roles, as is the Academic Profiles Policy.

1.6   [Assessment]

1.6.1   [All cases for promotion] will be evaluated against the Academic Profiles in conjunction with the Evidence of Performance for Promotion – Guidelines and, where relevant, the specific expectations described in the formal Position Description for the position. The decision-making process of the Committee will only take account of materials/evidence/documentation submitted in respect of a current application, i.e. each application stands on its own merits in the year in which it is submitted.

1.6.2   [Staff in specialised academic roles] In addition to their Position Description and the relevant Academic Profile, the case for promotion for staff in research-only, teaching specialist and specialised roles will also be assessed with reference to the Academic Profiles Policy.

1.7   **[Weightings – Applications for Levels B, C and D only]** Separate weighting ranges apply to recognise the specific requirements of each academic category i.e. teaching-and-research, research-only, teaching specialist and specialised *(See Note #5 below*).

1.8   **[Where both the designated supervisor and their direct report seek to apply for promotion]** to the same classification level in the same round, the supervisor should disclose this to the staff member concerned, who should be offered the option of identifying an alternative supervisor (for promotion purposes only), provided that this option does not disadvantage the staff member.

1.9   **[Confidentiality]** The completed Promotion Application, together with other documents submitted, will only be made available to members of the relevant Promotion Committee and to other authorised staff of the University.

1.10   **[Resource Materials]** Prior to completing the Application Form, applicants should familiarise themselves with the Academic Promotions Policy and the websites noted below:

Promotions Website:

https://staff.flinders.edu.au/resources/learning-teaching/academic-promotion

Academic Profiles Policy:
https://staff.flinders.edu.au/content/dam/documents/staff/policies/people-culture/academic-profiles.pdf

Evidence of Performance for Promotion - Guidelines:
https://staff.flinders.edu.au/content/dam/staff/pc/evidence-of-performance-for-promotion-guidelines.pdf

Student Evaluation of Teaching:
https://staff.flinders.edu.au/resources/learning-teaching/set

PART 2: APPLICATION PROCESS

2.1 [Application for Promotion]

2.1.1 [Application Form] The application template is available on the [Academic Promotion webpage](). As this form is updated annually to align with policy/procedural changes, it is important that the correct version is used.

There are separate templates for applications to Levels B and C (which are considered by College-based committees), and for Levels D and E (considered by a central Committee).

2.1.2 [Method of Completion] The application form is designed to be completed and forwarded **via email** to all parties. All applicants (irrespective of their browser) should first **download the relevant template** and then "**save as**" a document on their computer, suitably named. Applicants will need **Adobe Acrobat DC** in order to download this form.

2.1.3 [Lodgement of Application] It is the responsibility of the applicant to email the completed Application Form and any attachments to acadprom@flinders.edu.au by the published closing date.

2.1.4 [Page Limits] apply to sections of the Application Form as follows:

Case for Promotion (Section 2)	Four single-sided A4 pages
Special Circumstances (Section 3) – optional	One single-sided A4 page
Applicant's final comments	One single-sided A4 page

2.1.5 [Assessment Period] While more emphasis will be given by Promotion committees to the three years prior to submission of the application, there is no restriction on the period of time for which evidence may be included in the Promotion Application.

Extended periods of leave with or without pay, particularly in the three years prior to the application being submitted, may affect an intending applicant's ability to meet the criteria for promotion. Applicants should therefore use the Special Circumstances section to indicate how such absence has affected their performance/output relative to opportunity.

2.1.6 [Information Sessions] for intending applicants for promotion (one for B and C and one for D and E) are normally held soon after a call for applications is made. These provide an overview of the promotions process and give intending applicants an opportunity to ask questions about the process and their proposed applications. Supervisors are encouraged to attend to gain an understanding of their role in the promotion process. Information Sessions will be live-streamed and a recording of the session (and handout) will be made available on the [Academic Promotion webpage]().

2.2 [Application Process]

2.2.1 [Procedure]

[Applicants] must complete all relevant Sections of the Application Form. Any queries about entering/downloading Publications/External Grants data should be directed to research.data@flinders.edu.au.

[The applicant] should email their application to the designated supervisor for completion of the relevant section. Note should be taken of internal closing dates to allow sufficient time for supervisory comments to be made and sighted by the applicant prior to submission of the completed application to People & Culture by the published deadline.

[The designated supervisor] should provide comment/assessment as specified, including (for Level B, C and D applications only) a score for each area of academic activity for which the applicant is providing evidence.

[For Levels B and C], where the designated supervisor is not the Dean (People & Resources), the form should then be emailed to the Dean (People & Resources), who should complete their section and email the form to the applicant for final comments and signature. The applicant's final comments must not contain any new information.

[For Levels D and E only], where the designated supervisor is not the Dean (People & Resources), the form should then be emailed to the Dean (People & Resources), who should review the form and email the application to the Vice-President & Executive Dean/Portfolio Head. The form should then be emailed to the applicant for final comments and signature. The applicant's final comments must not contain any new information.

2.2.2 [Closing Date for Applications] Applicants must ensure that their completed application (including attachments) is forwarded (in the order specified) to acadprom@flinders.edu.au by the published closing date specified on the Academic Promotion webpage.

2.2.3 [Additional Information] which substantiates the applicant's claims during the relevant period may be attached to the application, to be itemised in Section 13 (B-C) or Section 14 (D-E) of the Promotion Application, e.g.

- Selected Student Evaluations of Teaching (SETs)
- Information which substantiates research claims made within the text
- Information relating to the receipt of an award or prize in any of the areas of academic activity
- Confirmation of the status of publications in preparation for printing or in press (e.g. copy of the letter of acceptance or copy of the front page of the accepted publication and information about the stage of publication)

Any documents submitted as "additional information" will not form part of the application but will be made available for the reference of Committee members at the meeting itself.

2.2.4 [Confirmation of Receipt of Application] *Applications* will be acknowledged by People & Culture within 5 working days of the closing date for applications. If confirmation is not received within this timeframe, applicants should contact: acadprom@flinders.edu.au immediately.

2.2.5 [Outcome] The Director, People & Culture will notify each applicant of the outcome of their application for promotion. For unsuccessful applicants, this notification will include:

- an invitation to meet with the Chairperson of the Promotion Committee, together with the applicant's Dean (People & Resources) and an officer from People & Culture, to receive feedback as to the relative strengths and weaknesses of their application; and
- information about the appeals process.

2.2.6 [Feedback] will be offered verbally on an informal and advisory basis, and cannot be binding on any future Promotion committee, which is required to consider the merits of each case in the year in which it is submitted. As such, the nature of any past feedback will only be made available to future committees if brought to their attention by the applicant in their application.

2.2.7 [Appeals] Staff whose application for promotion is not successful may lodge an intention to appeal in accordance with clause 4.8 of the Academic Promotion Policy.

PART 3: EXPLANATORY NOTES FOR APPLICANT
(These notes correspond with headings in Sections 1 - 4 of the Application Form)

SECTION I – Applicant Profile and Checklist

Note #1: Academic and professional qualification(s) held

Applicants should state the name of each qualification held, the institution from which it was obtained and the year it was conferred.

Note #2: Applicants who have submitted a higher degree thesis for formal examination

Where the qualifications criteria in the relevant Academic Profile specify a higher degree (e.g. PhD), an applicant who has submitted their thesis prior to the closing date for applications may still have their application considered by the Committee on its merits. If the Committee determines that the application meets the criteria specified in the relevant Academic Profile in all other respects, the promotion will be effective from the date that the awarding institution officially confirms that the applicant has met the requirements for the award of the higher degree if this is after the common date on which promotion is effective for all other successful applicants.

Note #3: Case, including evidence, where formal qualification(s) required under Academic Profile are not held

In cases where an applicant does not hold the formal qualification(s) specified in the Academic Profile for the level to which application is being made (other than where the thesis has been submitted – refer Note #2), they must provide a case, including evidence, as to why they claim, nonetheless, to meet the qualification criteria. This could include evidence of equivalent level qualifications/work/research/professional experience, but only if specified as acceptable under the relevant Profile.

Note #4: Current higher degree enrolment or other postgraduate enrolment

Applicants should state the name of the course and the institution at which they are enrolled and the year that they expect to complete.

Note #5: Weighting Factors [Levels B, C and D only)

Applicants should assign a weight to each relevant activity (as per the Academic Profile and where appropriate their Position Description) in accordance with the ranges specified in Clause 4.10 of the Academic Promotion Procedures. Weightings give academic staff members the opportunity to specify the relative emphasis to be placed on duties they undertake in keeping with their personal assessment of the overall effectiveness and impact of their scholarly work and the contribution they make.

SECTION 2 – The Case for Promotion

In this Section, applicants should provide a concise commentary on their academic activities and achievements across the required areas of academic activity and make the case for promotion with reference to:

- the Academic Promotion Policy
- the explanatory notes in this Guide
- the relevant Academic Profile for the level of promotion being sought
- the Evidence of Performance for Promotion – Guidelines
- the Position Description (specialised and research-only roles)
- any College-based expectations

Although emphasis is given to achievements during the last three years, applicants may make reference to their academic career by drawing attention to major achievements in their relevant areas of academic activity which demonstrate sustained performance and career trajectory.

Note #6: Teaching and Related Duties - Activities during Relevant Period

Applicants in teaching-and-research, teaching specialist roles will be expected to address most, if not all, of the activities in the Teaching section of the Academic Profile for the level of promotion being sought.

Applicants with no or limited teaching responsibilities should tailor their case (and weightings) for this area of academic activity accordingly.

[Teaching Philosophy] In making a case in regard to teaching, applicants are strongly encouraged to reflect on their teaching philosophy and provide an outline of this within the body of the application.

[Teaching and Related Duties Template] Where applicable, applicants should complete the Summary of Teaching and Related Duties (Section 7 (B-C) or Section 8 (D-E) of the Promotion Application) for at least the last three years or for a longer period if this lends weight to career trajectory.

An example of the type of information to be provided in the summary is included below to assist applicants, who should cross-reference and reproduce highlights from this summary under this section of the application.

Example:

Undergraduate Teaching	2015	2016	2017
Semester One (or Two) For each topic taught in the semester, please specify:			
•Topic No/Year Level •Topic Name •No of students taught directly by applicant •Nature of contribution e.g. lectures, tutorials, lab classes, Topic Convenor/ Course Coordinator •Was a SET (Student Evaluation of Teaching) administered: Yes/No •Is a SET attached: Yes/No	EEE 3101 English Studies 45 students Topic Convenor/ Lectures Yes Yes	EEE3101 English Studies 45 students Topic Convenor/ Lectures Yes Yes	EDE1201 Creative writing 102 students Lectures Yes Yes

[Independent Evidence of Teaching Effectiveness] Applicants with teaching responsibilities must submit independent evidence of teaching effectiveness. An application for promotion will not be considered in the absence of such evidence, which should include student evaluation of teaching as well as peer evaluation and/or supervisor evaluation.

- **[Student Evaluation of Teaching]** should be undertaken, in keeping with the University's Educational Quality Framework. Student Evaluation of Teaching reports (SETs) covering at least the last three years, and for a number of topics should also be submitted with the application.
- **[Summary of SET Results]** All applicants are required to provide a summary (in Section 8 (B-C) or Section 9 (D-E) of the Promotion Application) of the above SETs submitted with their application.
- **[Other forms of Student Evaluation]** SET reports are not the sole form of evidence that can be used to support claims made in applications. They may be supplemented by other forms of student evaluation of teaching, such as those used to evaluate problem-based learning and off-shore teaching, or reviews of one-on-one teaching as used by staff in areas such as the Student Learning Centre. Student Evaluation of Topics and Supervision may also be used. Ideally data from evaluation instruments should be discussed within the application.
- **[Peer and/or Supervisor Evaluation of Teaching]** should also be provided (in Section 9 (B-C) or Section 10 (D-E). Peer and/or supervisor evaluation should comment on three inter-related aspects of designing and providing effective learning environments:

  - careful comprehensive planning;
  - effective program delivery and interaction with students; and
  - on-going evaluation, development and review.

  [The Teaching Review Guide] addresses each of these aspects separately although it is recognised that they form part of an interactive process.

- **[Analysis of Feedback]** Applicants should include in their case on teaching their analysis of both student and peer/supervisor evaluation, their reflection on teaching performance and any proposed changes to their teaching in response to the evaluations.

[Teaching Contributions] across a range of levels should be identified although this does not imply a requirement to teach across all levels. Where it has not been possible to teach at particular levels, applicants are advised to comment on this.

[Applicants in Teaching Specialist roles] must include evidence of external validation of their outstanding performance in teaching. Such evidence includes success in gaining external and/or internal grants and awards, evidence of publications pertaining to the scholarship of teaching, and other indicators of impact.

[Honours/Postgraduate Supervision] In addition to addressing the relevant Academic Profile and, where appropriate, Position Description, applicants might respond to the following:

- What objectives have been set as a supervisor of honours/postgraduate work?
- Are there any special circumstances affecting honours/postgraduate study in the discipline?
- What steps have been undertaken by the applicant to ascertain the level of honours/postgraduate student satisfaction with the style or quality of their supervision?

[Academic research-only applicants] who supervise research students and have allocated a weighting of zero to Teaching should include this activity under Research and/or Creative Activity.

[Additional evidence of achievements as teacher] Applicants should provide any additional information they think would be helpful to the Committee. This might include evidence of publication(s) relating to teaching innovation, success in obtaining teaching grants etc.

[The Evidence of Performance for Promotion – Guidelines] identify a number of key areas and types of evidence that may be helpful to a staff member seeking to demonstrate the quality, effectiveness and impact of their teaching.

Note #7: Research and/or Creative Activity

Applicants in teaching-and-research roles will be expected to address most, if not all, of the activities in the Research and/or Creative Activity section of the relevant Academic Profile for the level of promotion being sought.

Applicants should use Sections 10-12 (B-C) or Sections 11-13 (D-E) to summarise all research and/or creative activity undertaken during the relevant period. Staff in research-only and education-focused roles should tailor their applications (and weightings) with respect to research accordingly.

- **[Publications Data]** Applicants need to download their Research Publications data from the Flinders Flinders Intelligence Portal (FLIP) https://flinders.sharepoint.com/sites/pas/Pages/Your-research-home.aspx and include in the relevant Section.
- *Applicants should note that FLIP may record a publication as unverified. In this case applicants should include the letter of acceptance, or invitation to present at conference, in section 13 of the application (Summary of Additional Information).*
- **[Externally Funded Research Grants/Research Contracts]** Applicants are required to download data pertaining to externally funded research grants/research contracts for the relevant period from FLIP system and include this as the relevant Section.
- **[Internal Grants and Grants from Non-Traditional Sources]** In the relevant Section, applicants should provide details of any internal grants that they have obtained during at least the last three years plus grants from non-traditional sources i.e. funds from other than the standard University research funding sources and agencies, generally originating directly from the private sector. Applicants wishing to detail any unsuccessful grant applications – in order to demonstrate evidence of activity - may include these in Section 2 (the "case") but are not required to do so.

[Quality, effectiveness and impact of research and creative activity] The notes below and the [Evidence of Performance for Promotion - Guidelines](#) provide a range of information that may be helpful to applicants seeking to demonstrate the quality, effectiveness and impact of their research and/or creative activity.

[Research and experimental development] comprise creative work undertaken on a systematic basis in order to increase the stock of knowledge. The methods employed in carrying out research may vary, but would include formation and testing of hypotheses, investigation of phenomena, data analysis and development and testing of theories, devices and/or software. The nature of these activities will clearly vary according to the academic discipline and the relative emphasis given to particular types of activity will vary for individual staff members according to their level of appointment and their specific research interests at the time. An indication of the objectives of the research and the level of success in achieving those objectives should be included in the case.

[Non-traditional research] Increasingly, 'non-traditional' research is seen in the University to be as important as, and as valued as, traditional research. Non-traditional research-related activities may have more constraints on focus and on the way in which outcomes are disseminated as the activity is often more under the control of the funding organisation. Examples of non-traditional research-related activities include:

- consultancies (although these may be reported under the "University, Professional and Community Service" category where the work is performed within the limits of already existing knowledge or where consultancy reports are confidential and outcomes therefore not able to be independently assessed);
- inventions/patents with detailed information on the kind of work involved in these activities.

[Evidence of contribution] In general, the Committee is seeking evidence of profound knowledge of a discipline and a real contribution to the advancement of knowledge through research. Evidence of creative literary or artistic work of merit comparable to outstanding research may be presented in addition to, or in place of, research.

[Academic research-only applicants who supervise research students] and have allocated a weighting of 'zero' to Teaching, should include this activity here.

[Creative Activity] Activities cited should be elaborated upon beyond just a listing, and applicants should make a case for, and explain the status and relevance of each activity by providing evidence (e.g. testimonials) of its standing.

[Most significant publications] Applicants should provide a brief statement on their most significant publications, indicating the ways in which singly, or as a body of work, the publications demonstrate an outstanding or noteworthy achievement in the advancement of knowledge.

Publications published prior to the relevant period can be mentioned in the application to explain the trajectory of the applicant's research program, though in themselves they are not considered part of the case for promotion.

[Status of publications] Only books, parts of books or manuscripts, articles and papers which have been formally accepted will be considered as publications by the Committee. Other writing in progress or currently under journal/publisher review may be separately mentioned in the application as evidence of ongoing activity but cannot be claimed as publications.

[Jointly authored publications] Where publications are jointly authored, applicants should provide information on the nature of their own specific contribution to the publication relative to the named authors. Applicants should enter this detail in FLIP system, to be downloaded and included in the relevant Section of the Application Form.

[Work "in press"] Where a work has been formally accepted but has yet to be published (e.g. "in press"), applicants should include, as Additional Information (see relevant Section of the application form), a copy of the letter of acceptance or a copy of the front page of the accepted publication and information about the stage of publication. This also applies to any invitations to present at conference. In this case, a copy of the letter of invitation should be included in Section 13 of the application (Summary of Additional Information).

[Publication of own work] Where applicants have published their own work, the Committee should be provided with information on the review process to which the work was subjected before

publication, the number of copies printed, and any special circumstances surrounding the decision to publish in this way.

[Standing in areas of research and/or creative activity]

[Outline of standing] Applicants should provide an outline of their standing in areas of research and/or creative activity as indicated by their contribution to activities specified in the relevant Profile.

[Evidence] Examples of various types of activities/evidence of leadership in research activities are provided in the relevant Profile together with the Evidence of Performance for Promotion - Guidelines. Other evidence might also include sourcing novel research funds, or initiation and leadership in joint publications, grant applications and patents.

Note #8: University, Professional and Community Service

Applicants are normally expected to address most, if not all, of the activities specified in the University, Professional and Community Service section of the Academic Profile for the level of promotion being sought.

[The Evidence of Performance for Promotion - Guidelines] identify a number of key areas and types of evidence that may be helpful to a staff member seeking to demonstrate the quality, effectiveness and impact of their University, Professional and Community Service.

[Contribution to administrative activities in the University] Administrative responsibilities in the College/University should be listed together with an indication of how these roles have contributed to the University e.g. noting particular outcomes and achievements.

[Engagement with the professions and/or community] that enhance the University's reputation, strategic directions and/or income should be listed here. This includes consultancies and commissioned work, where a contribution to the advancement of knowledge in the profession can be demonstrated, as well as continuing involvement in or frequent service to the community, demonstrating how it relates to the applicant's University activities.

SECTION 3 - Special Circumstances (Note #9)

Applicants may include for special consideration any matters which may have affected the progress of their career, e.g. significant career interruptions, family obligations, illness, temporary change to primary duties/responsibilities. It is important to indicate how the circumstances cited are claimed to have restricted opportunity to perform against the Academic Profiles. A maximum of one A4 page is allowed for this section.

SECTION 4 – External Assessors (Level D and E applications only) (Note #10)

[University-nominated Assessors] The Vice-President & Executive Dean/Portfolio Head, in consultation with the applicant's supervisor, will nominate one external assessor (for Level D) or two external assessors (for Level E) from whom a report will be sought.

An assessor should be of high international reputation, independent of the University, not someone with whom the applicant has collaborated or published at all or, where this is not practicable, not someone with whom the applicant has collaborated or published within the previous five years, and able to provide an assessment that ensures the Promotions Committee will have adequate comment on the applicant's performance across all areas of academic activity. Assessor names are confidential and will only be made available to the Promotion Committee, but applicants may name up to two people who they believe would **not** be appropriate to assess their work. Reasons for their choice should be provided in **no more than one page** on the application form.

[Additional information] The Promotion Committee may request applicants at any level to provide additional information and/or may contact third parties to provide further information, in which case the applicant will be advised that this information will be sought.

PART 4: EXPLANATORY NOTES FOR DESIGNATED SUPERVISOR AND DEAN (PEOPLE & RESOURCES) Note #11

[Role of Designated Supervisor] Supervisors are encouraged to discuss with applicants their readiness for promotion and ensure that sustained excellence over their career can be demonstrated. Factors such as extended periods of leave with or without pay, which may have restricted opportunity to perform, and therefore affect an applicant's ability to meet the criteria for promotion, should be taken into account.

They should assist applicants in preparing their case for promotion in the most effective and appropriate way, including:

- providing comprehensive assistance in preparing their applications;
- providing advice in relation to the allocation of weightings across the areas of activity which best represent the applicant's performance and contribution;
- ensuring applications are complete at the time of submission;
- ensuring that applications are framed in such a way that any terminology specific to a particular discipline can be readily understood by all Committee members; and
- providing a clear statement regarding the norms and expectations in relation to teaching and/or research output within the College or Portfolio.

[Qualifications]

The supervisor should confirm that that the applicant holds appropriate qualification(s) as per the Academic Profile **for the level to which application for promotion is being made**. Where this is not the case, the supervisor should comment on the applicant's case in Section 1 as to why they claim, nonetheless, to be eligible for promotion. See *Note #2* of this Guide regarding applicants who do not currently have a higher degree but have submitted their thesis for formal examination prior to the closing date for promotions.

[Assessment and Recommendation]

[Assessment] The designated supervisor should address the applicant's contribution against the relevant Academic Profile, and for specialised positions, the applicant's Position Description, in each of the relevant areas of activity and add value to the process by providing specific and verifiable comments in their reports. Additional contextual information should also be provided about the area in which the applicant is currently employed. For applicants enrolled in a research higher degree, a report from the thesis supervisor should be provided.

[Position Description] Where the terms of employment do not require applicants to contribute in all areas of academic activity, the supervisor should ensure that the applicant's approved Position Description is submitted with the application.

[Teaching] The supervisor should comment on the applicant's contribution to the development of new topics and courses, pedagogical skills, initiatives in teaching methods, ability as a face-to-face teacher, preparation and organisation of teaching material, capacity to inspire students, availability to students and contribution to teaching across the College/Portfolio and postgraduate teaching.

[Research and/or Creative Activity] The supervisor should indicate any special features of the applicant's discipline and/or the kind of research and creative activity in which the applicant is engaged. With regard to publications, supervisors are required to comment, where possible, on the relative strength/reputation/standing of the publication outlets in which articles are published or research results promulgated by the applicant in order to indicate the impact of the research undertaken. Supervisors should note that FLIP data may record a publication as unverified. In this case applicants are able to include a letter of acceptance, or invitation to present at conference, in Section 13 of the application (Summary of Additional Information)*.

[University, Professional and Community Service] Supervisors should consider the quality of the applicant's contribution to the College/University; their role in working parties and committees; the extent to which they have represented the College or discipline within or outside the University;

and their responsibilities in relation to administrative duties they have taken on and the effectiveness with which they have been carried out.

Supervisors should also consider the applicant's service to the community, participation in any State and Federal Government working parties, active membership of professional societies, advice to business, trade unions, government, service to education etc. In addition, supervisors should indicate where the applicant is involved in consultancies or commissioned work and the benefits from these to the College and/or University.

[Other relevant comments] Supervisors should provide any other relevant comments (e.g. on the information supplied by the applicant, on circumstances surrounding previous applications). Adequate contextual information should be provided about the area/discipline in which the applicant is employed.

[Recommendation] The supervisor should indicate how they rate the case for promotion using a whole number score between one and five for each area of academic activity for which the applicant is providing evidence, as follows:

1	2	3	4	5
Very Weak	Weak	Moderate	Strong	Very Strong

Supervisors should assess the contribution to each area of academic activity on its merits, irrespective of the weighting given by the applicant to each area (which takes care of its relative significance in the overall Promotions Committee decision).

[Next Steps] Once this section is complete, the supervisor should follow the instructions on the application form and email it to either:

- the Dean (People & Resources) / Portfolio Head **(Levels B and C)** or
- the Vice-President & Executive Dean / Portfolio Head **(Levels D and E)** for comment. In completing this section for D and E applications, the Vice-President & Executive Dean will consult with the Dean (People & Resources).

[Comments, Assessment and Recommendation of Dean (People & Resources) / Portfolio Head – Levels B and C applications only]

In Section 5, the Dean (People & Resources) / Portfolio Head should:

- where relevant, comment on the applicant's case in relation to qualifications, where a PhD or EdD or equivalent qualification is not held
- provide relevant information on the applicant not already provided in previous sections;
- provide evaluative comments indicating reasons for their views on the strength of the application
- ensure adequate contextual information relating to the College (and discipline) has been provided

The Dean (People & Resources) / Portfolio Head should rate the application with a whole number score between one and five for each area of activity for which the applicant is providing evidence, as follows:

1	2	3	4	5
Very Weak	Weak	Moderate	Strong	Very Strong

Each area of academic activity as cited by the applicant should be assessed on its merits, irrespective of the weighting given by the applicant to each area (which takes care of its relative significance in the overall Promotion Committee decision).

[Next Steps] Once this section is completed, the Dean (People & Resources) / Portfolio Head should email the application form to the applicant to ensure that they are given the opportunity to sight/comment on all supervisory comments prior to them submitting the completed application to People & Culture.

PART 5: (LEVELS D & E ONLY) EXPLANATORY NOTES FOR THE VICE-PRESIDENT & EXECUTIVE DEAN / PORTFOLIO HEAD Note #12

[Comments and Assessment of Vice-President & Executive Dean / Portfolio Head]

In completing Section 6 of the Level D-E application, the Vice-President & Executive Dean should consult with the relevant Dean (People & Resources) and:

- where relevant, comment on the applicant's case in relation to qualifications, where a PhD, EdD or equivalent qualification is not held
- provide any relevant information on the applicant not already provided in previous sections
- provide evaluative comments indicating the reasons for their views on the strength of the application
- ensure that adequate contextual information relating to the College or discipline has been provided by the supervisor or by the applicant where relevant
- comment on the regard with which the applicant is held by colleagues as an academic leader/administrator.

[Recommendation of Vice-President & Executive Dean / Portfolio Head]

The Vice-President & Executive Dean / Portfolio Head should rate the case for promotion using a whole number score between one and five for each area of academic activity for which the applicant is providing evidence, as follows:

1	2	3	4	5
Very Weak	Weak	Moderate	Strong	Very Strong

The Vice-President & Executive Dean / Portfolio Head should assess each area of academic activity as cited by the applicant on its merits, irrespective of the weighting given by the applicant to each area (which takes care of its relative significance in the overall Committee decision).

Once this section is completed, the Vice-President & Executive Dean / Portfolio Head should return the application to the applicant to give them the opportunity to note all supervisory comments prior to the applicant submitting the application to People & Culture Client Services.

PART 6: ALL APPLICATIONS - FINAL COMMENTS BY APPLICANT
Note #13

This section provides for the applicant to formally note the report. In normal circumstances, the applicant would not need to make any further comment other than to confirm that the assessment of the designated supervisor / Dean (People & Resources) and (for Level D or E applications) the Vice-President & Executive Dean / Portfolio Head has been noted. However, the opportunity is provided for the applicant to comment on these evaluations.

The applicant's comments should not exceed one page and should not contain any new information.

[Final Steps] It is the responsibility of the applicant to lodge their completed application **via email** (together with all relevant documentation) to: acadprom@flinders.edu.au by the designated closing date.