

Completing an application: Guidance for Academic staff employed on Education & Research ('E&R') contracts and E&R NHS Consultants

2020-21 Academic Promotion Round

Note: a [different application form](#) is required for applications for promotion from staff employed on AEP contracts and eligible NHS Consultants where the Executive Dean (or their nominee) has confirmed eligibility to apply through the AEP route.
Separate [guidance](#) must be followed.

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1. Introduction

The academic promotions process at King's College London seeks to recognise those colleagues who have demonstrated, against the university's rigorous promotions criteria, that they have delivered the highest quality education, research, and where applicable, innovation and clinical excellence and eminence. This includes colleagues holding substantive Consultant clinical contracts with employing NHS Trusts (termed 'NHS Consultants' herein), who may apply for academic promotion to Professor¹ through the academic promotions process. Such contributions are of paramount importance in our delivery of King's [Strategic Vision 2029](#), and are facilitated by the university's [Principles in Action](#).

There are two application routes for academic promotion²:

- **The Education & Research ('E&R') route:** for academic staff **not** employed on the Academic Education Pathway ('AEP') and NHS Consultants seeking promotion to Professor on E&R criteria; and
- **The Academic Education Pathway (AEP) route:** for staff **already employed**³ on the AEP. Some NHS Consultants who have been confirmed as eligible by the respective Executive Dean (or their nominee) may apply for promotion to Professor through the AEP route.

This Guidance outlines the academic promotion procedure for colleagues making an application for promotion via the E&R route only and provides instructions for completing the respective E&R Academic Promotion Application Form ('application form'). It sets out the relevant criteria, and evidence and assessment requirements for each section of the form.

Separate [guidance](#) is available for eligible staff who are already employed on AEP contracts or eligible AEP NHS Consultants who wish to apply for academic promotion to Professor. Such applicants should use the [AEP Academic Promotion Application Form](#) to apply for promotion.

Please note: it is not possible to apply both for academic promotion and to transfer to the AEP simultaneously. Colleagues employed by King's College London must be an AEP academic at the closing date for applications for promotion, i.e. the AEP contract must commence on or before 21 March 2021.

It is essential that applicants carefully read this Guidance to ensure that they provide all of the information required by the Academic Staff Committee Panels (the 'Panels') considering applications, and in the correct format.

Please note: Applicants are advised not to complete the application form using a Mac device. Mac users may experience difficulties where the application form switches from portrait to landscape page settings when saving the application to PDF format. All applicants are therefore advised to complete the form in Word, then save as a PDF.

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¹ NHS Consultants who wish to apply for promotion to Honorary Clinical Senior Lecturer or Clinical Reader should not use this academic promotion process. Instead, applicants should consult their Faculty office on how to progress their application. NHS Consultants affiliated with the Faculty of Life Sciences and Medicine may find additional information on the [Faculty website](#)

² Applications for Academic Advancement (progression from Lecturer Grade 6 to Lecturer Grade 7) and Research Progression are not made through this process. See the [Procedure for Academic Advancement](#) and the [Grade, Criteria/Procedures for Research Staff](#) document, respectively, available through the HR web pages.

³ Defined as staff who are employed on AEP contracts of employment at 21 March 2021.

2. Eligibility for academic promotion

These procedures apply to King's College London academic employees on E&R contracts, including Clinical Academics, seeking promotion to Senior Lecturer, Reader or Professor and any other academic title as subsequently adopted by the university, and NHS Consultants seeking promotion to Professor⁴ through the E&R route.

The usual expectation is that applicants who are **unsuccessful** in one year should wait two years until they submit a further application for promotion. However, the 2019-20 promotion round was delayed due to the circumstances arising from the university's response to COVID-19, and so the Academic Staff Committee has exceptionally agreed that all unsuccessful applicants from the 2019-20 round may apply for promotion in the 2020-21 round, should they wish.

As is always the case, applications for promotion will not be considered in the case of staff who are currently:

- within their probationary period;
- subject to a formal disciplinary or capability sanction (including sanctions that commence after the application has been submitted); or
- subject to a formal investigation under the university's Academic Regulations or NHS equivalent.

Where members of staff are currently sponsored by the university for a work visa and are intending to apply for academic promotion, they should be aware that promotion may have an impact on their visa and/or sponsorship status. Such applicants are advised to contact the staff immigration team (ukvi@kcl.ac.uk) to discuss the impact of the immigration rules for a promotion application.

In exceptional cases, for example, where a funding body awards a prestigious research Professorship/ Readership to a member of academic staff when such staff do not hold the substantive title of Professor or Reader at King's College London, the Executive Dean may be approached contemporaneously by the employee to consider how this may be best addressed.

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3. General principles

- Applications will be assessed against the published criteria in this document and [Appendix 1: Applications from clinically qualified staff](#), as applicable. Additionally, the Panel will apply rounded academic judgement to consider each application. The Panel comprises senior academics from many disciplines, with broad knowledge and exposure to varied fields of study.
- Panels will make decisions informed by Faculties' Academic Performance Frameworks (APF) when assessing suitability for promotion. Similarly, Panels will be informed by the university's [Principles in Action](#).

⁴ NHS Consultants who wish to apply for promotion to Honorary Clinical Senior Lecturer or Clinical Reader should not use this Academic Promotion process. Instead, applicants should consult their Faculty office on how to progress their application. NHS Consultants affiliated with the Faculty of Life Sciences and Medicine may find additional information on the [Faculty website](#)

- The Panels will also consider the applicant's overall contribution to the advancement and application of knowledge in the discipline or profession, and the applicant's contribution to the general life of the university.
- The information in the application should be as succinct as possible and applicants should focus on supplying the evidence of the significance and quality of their work. All applicants should include information on the impact that their work has had upon their discipline, pedagogy and/or students' learning, supplying metrics or other evidence where appropriate.
- The onus is on applicants to highlight all relevant information to strengthen their application. In terms of excellence of performance, reference should be made to objective indicators relevant to the expertise being assessed as well as the academic discipline. The Panels will take this into account when, for instance, they assess the numbers of publications or other outputs of an applicant.
- It is important to indicate the normal range of duties associated with the appointment held and the extent of formal commitments to teaching (including supervision of postgraduate students), academic leadership and administration, innovations and other activities that contribute to the students' learning experience.
- NHS Consultants must be properly and meaningfully affiliated with a King's academic Department / Division.
- Applications for 'double-jumps' (e.g. promotion from Lecturer to Reader, or from Senior Lecturer to Professor) should be exceptional and applicants must be able to evidence that they meet the criteria for the higher level. Executive Deans will be asked to state whether they support the double-jump. Where candidates apply for a double-jump but are unsuccessful, Panels will **not** consider whether a single-jump should be considered as an alternative. The application will be deemed unsuccessful. However, the rule whereby applicants must wait two years until they submit a further application for promotion will be waived, and the applicant will be permitted to apply for promotion in the following year (either as a single- or a double-jump).
- Applicants are reminded that a pay scale exists for Readers⁵ that is separate to that for Senior Lecturers. This was introduced to ensure a salary differential between the grades.
- In all cases applications **must** be submitted by the published closing date and time, and made in the standard format (see [Ensuring a valid application](#) below).
- In very exceptional circumstances Panels may suggest a higher promotion to that for which the applicant has applied. No final decision on a promotion in this instance will be taken without consultation with the applicant. The award of the higher promotion may be contingent on the receipt of satisfactory External Assessors' reports.
- In the rare event that an applicant requests from the Promotions Team copies of the reports provided by the Faculty or, where applicable, External Assessors (and the Medical/Nursing Director of the NHS Trust), they will not be provided until after the round has concluded.

⁵ Applicable for non-Clinical King's academic employees only. Grades/spine points for Clinical Academics are not changed on promotion: rates of pay and progression up the grade/scale are based on parity in arrangements with the NHS, while grade/scale uplifts for non-Clinical King's academics are based on the recommendations of the Joint Negotiation Committee for Higher Education Staff national pay bargaining machinery, as applicable.

- The [Academic Staff Committee Terms of Reference, Membership and Meeting Frequency](#) provides information regarding the constitution of the Committee and the Panels; an overview of the procedure in considering applications is provided in the [Academic Promotions Proceedings](#).

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4. Pre-application consultation

Before submitting applications, all applicants (including NHS Consultants seeking promotion to Professor) should:

- Consult their King's Head of Department/Division, or equivalent, about the category of promotion sought⁶ and the content/structure of their application. **Note:**
 - in the Faculty of Life Sciences & Medicine (FoLSM), the Head of Department role for the purposes of the academic promotion process in the case of E&R applications will be fulfilled by the Head of School; where there is no Head of School, the Head of Department.
 - In the School of Education, Communication & Society (ECS), within the Faculty of Social Science & Public Policy (SSPP), the Head of Department role for the purposes of the academic promotion process is fulfilled by the Head of School.
- Inform their Executive Dean of their intended application. In the Faculty of Arts & Humanities, prospective applicants should email the Executive Dean's EA at artshumsea@kcl.ac.uk copied to the relevant Vice-Dean (People & Planning).
- Ensure that there is opportunity for appropriate consultation with their Executive Dean and Head of Department, or equivalent, before the finalisation of an application. Note that applicants are **not** to send draft versions of their application to Human Resources (HR), only the final submission.
- NHS Consultants wishing to apply for promotion to Professor additionally:
 - are required to discuss their application with the Head of the appropriate Clinical Academic Group or relevant academic King's Department/Division (School, in FoLSM);
 - should discuss their application with the relevant NHS Trust Medical/Nursing Director, as appropriate; and
 - should be aware that the Medical/Nursing Director of their NHS Trust, as appropriate, may be asked by the university to confirm whether the applicant has consulted with the relevant King's College London Faculty lead(s). Where they have not, the Medical/Nursing Director may be asked to decline writing the associated applicant report.

⁶ Senior Lecturer, Reader, or Professor, and any other academic title as subsequently adopted by the university.

- Each Department (Department/School in FoLSM) or Faculty must be consulted where applicants hold a position which crosses Departments (Departments/Schools in FoLSM) or Faculties.
- Some Faculties may have additional internal procedures with earlier local deadlines. Applicants should ensure that they are aware of these and comply with the local procedures.
- Applicants must submit their final applications by 23:59 on Sunday, 21 March 2021. See [Submitting the Application](#) below for important information regarding the submission.
- Applicants' submissions will result in the production of reports from the following senior colleagues, which will be sent to HR:
 - the Head of Department (or equivalent); and
 - the Executive Dean.

Applicants do not request the reports above; they are produced by senior colleagues as part of the promotions procedure and their collation is managed by the HR department. Similarly, applicants for promotion to Professor must not request reports from External Assessors or suggest names of External Assessors to their Heads of Department (or equivalent).

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5. Completing the application form

Ensuring a valid application

In all cases applicants must:

- complete an application form for the current round, i.e. the form has '2020-21 round' in the title;
- complete the correct application form for their employment circumstances, i.e. in this case, the E&R academic promotion application form;
- complete the application form using Arial Font size 12;
- use A4 black and white pages;
- observe maximum page limits, where specified (see [Part 3: Main Application](#) and [Part 5: Inclusion & Support](#) below);
- not alter wording on the application form;
- not alter set margins, fonts or font size defaults;
- not delete any irrelevant sections;
- adhere to the published closing date and time. Supplementary information submitted after this is not admissible and will be disregarded, e.g. notification of grants awarded after the closing date; and
- not include supplementary matter other than:
 - in the case of applicants who wish to declare non-COVID related personal circumstances that they consider have constrained the time available to work to full productivity and have impacted on the quantity of their output. In this case, the [Personal Circumstances Form](#) should be submitted- see [Appendix 2: Personal Circumstances](#). This Appendix additionally details how to disclose any detrimental impacts of COVID-19, setting out those which should be disclosed in the Personal

- Circumstances Form and those that should be disclosed in the E&R Academic Promotion Application Form; and/or
- in the case of NHS Consultants, the [Equality & Diversity Reporting Form](#)⁷.

Failure to observe the requirements above will render the application form invalid and the application for promotion will not be considered.

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Focus of the application

In the case of E&R applications for promotion, the focus is on academic achievement, national and international recognition as leaders in the field, as well as assessment of grants, studentships and publications. All applicants are also expected to demonstrate a commitment to our [Principles in Action](#) and to contribute to the broader welfare of the university and their discipline.

In all cases, the Panels are looking for evidence of contribution across **all** three of the major domains of academic staff, i.e. research, education, and academic leadership and administration (and clinical work, where appropriate), and exceptional performance in at least one.

E&R academics will be undertaking a broadly equal amount of research and education (a balanced portfolio), but it is recognised that at points in the academic career, this may not be a 50/50 balance. The E&R route requires the applicant to show excellence in both education and research but accommodates cases in which the balance is focussed more towards either one or the other. Applicants will be expected to give an indication of the proportional weight carried by education and research in their application. The E&R route also accommodates applications where the focus is on clinical excellence and eminence.

A rounded view will be taken of applications. Regardless of the focus of the application, appropriate contribution must be evidenced in both education and research in all cases. Note that candidates may be denied promotion if they fail to demonstrate appropriate involvement and requisite quality of their educational activities. Evidence of contribution to academic leadership, administration, service, impact and innovation will also be assessed.

Where the balance between research and education is not equal, and/or in cases where the focus is on clinical excellence and eminence, the following provisions apply:

Research: where the applicant has been primarily funded to undertake research and the profile of activity is more focussed on research, most of the evidence will focus on research outputs, quality and grant income. However, contribution to education and academic leadership and administration will also be expected although the amount of activity will be contextualised within the overall research focus. Whatever the quantity, the quality of education delivery will remain at the expected level.

Education: where the profile of activity is more focussed on education, evidence will focus on teaching delivery/quality/innovation, pedagogy, pastoral care (including personal tutoring and mentoring), education

⁷ King's College London employees are not required to complete this form as they previously will have had the opportunity to provide HR with the information. Should King's staff wish to update their Equal Opportunities information, they may do so using [HR Digital Services](#).

management and contribution to the student experience. Such applicants need to demonstrate their contributions to education (documented as per the guidance in [Education, Section A](#) below) but must also show their contribution to research activity and excellence and academic leadership and administration at a level consistent with the grade applied for. Whatever the quantity, the quality of research activity and outputs will remain at the expected level.

Clinical Excellence and Eminence: where the profile of activity is more focussed on clinical excellence and eminence (usually, but not exclusively NHS Consultants), evidence should be contextualised using the clinical excellence and eminence criteria (below at [Section G](#)) and additional criteria for clinically qualified staff at [Appendix 1](#). It should also make specific reference to the contribution to education and/or research as well as any academic leadership and administration activity.

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PART 1: Promotion category (and criteria)

Applicants must specify the promotion category sought using the tick boxes supplied, i.e. promotion to Senior Lecturer, Reader or Professor. Multiple applications will not be accepted.

Panels will assess applicants' achievements in terms of the type of promotion applied for by the applicant.

The criteria for promotion of academic staff of King's College London are well established, published on the university website and reviewed annually.

[Appendix 1: Applications from clinically qualified staff](#) sets out additional criteria for Clinical Academics employed by the university, or NHS Consultants seeking promotion to Professor, who wish to enhance their application for academic promotion with reference to the additional criteria in setting out their relevant achievements. Applicants would be expected to meet the majority of the criteria.

The Criteria

Senior Lecturer

The Panels will assess the applicant's performance in the three main areas of responsibility in which a Senior Lecturer is required to perform – education/enhancement of the student experience and pedagogy, research, and academic leadership and administration - as defined below, taking into account the range of duties required of the applicant. Applicants are required to demonstrate:

- A developing national reputation and be recognised as having made an individually significant contribution to their field and/or innovative contributions to the field.
- Developing peer esteem by for instance involvement in international meetings and invitations to give plenary talks at national meetings.
- Evidence of a high level of attainment in each of the areas of duties required, but the Panels may give greater weight where appropriate based on the requirements of the role and contribution to the life and work of the Department (or equivalent), Faculty and university.

- Competence within the three defined areas (education, research, and academic leadership and administration). The Panels will want to be satisfied that the record of achievement in at least one of the areas of activity is exceptional.
- Panels will also consider any innovation, impact and knowledge dissemination activity undertaken and its impact outside of academia. Where innovation has taken up a significant amount of time, this should be stated, and the type of activity and its impact must be described in sufficient detail to enable the Panels to make an assessment of the level of achievement.

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Reader

Applications for promotion to Reader are assessed with regard to three main criteria: education, research and academic leadership and administration.

In promoting an applicant to the title of Reader, regard shall be had to the person's standing in the relevant subject or profession as established by important contributions to its advancement through publications, creative work or other appropriate forms of scholarship or performance, and through education. Other contributions to the work of the university, learned societies and other relevant bodies may also be taken into account.

The emphasis will be on the domain within which the applicant wishes to demonstrate exceptional achievement. Promotion to this grade can be achieved through a national recognition of advancing the subject, for example by creative practice in the delivery of high-quality education or recognised expertise as a professional practitioner. Applicants are required to demonstrate:

- A national and developing international reputation and be recognised as having made significant and innovative contributions to their field. These contributions should have been sustained over a period of time.
- Evidence of peer esteem, e.g. frequent involvement in international meetings and invitations to give plenary talks at national meetings.
- *Research*: evidence of work of a very high quality, and of national and international recognition, with a clear expectation of continued research achievement and the potential for international recognition.
- *Education*: evidence of engagement in teaching, enhancement of the student experience, and pedagogy at a high level.
- Panels will also consider any innovation, impact and knowledge dissemination activity undertaken and its impact outside of academia. Where innovation has taken up a significant amount of time, this should be stated, and the type of activity and its impact must be described in sufficient detail to enable Panels to make an assessment of the level of achievement.

Professor

In promoting an applicant to the title of Professor, regard shall be had to the individual's national/international standing in the relevant subject or profession as established by outstanding contributions to its advancement through publications, creative work or other appropriate forms of scholarship or performance, and through education, including innovation in the learning process, academic leadership and administration.

Promotion routes to Professor seek to ensure that staff in any discipline are recognised for the level of achievement attained through scholarship and exercise of their expertise in research, or education or both. Applicants are required to demonstrate:

- An international reputation and be recognised as having made significant and innovative contributions to their field. These contributions should have been sustained over a period of time.
- Evidence of peer esteem by, for instance, sustained involvement in international meetings including invitations to give plenary talks at international meetings.
- *Research*: an international reputation of outstanding research achievement as shown by a significant record of academic publications and other appropriate indicators of standing and leadership in the profession.
- *Education*: evidence of an international recognition of creative practice in the delivery of high quality education, enhancing the student experience and pedagogy at a high level.
- Panels will also consider any innovation, impact and knowledge dissemination activity undertaken and its impact outside of academia. Where innovation has taken up a significant amount of time, this should be stated, and the type of activity and its impact must be described in sufficient detail to enable the Panels to make an assessment of the level of achievement.

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PART 2: Personal details

Applicants must complete all sections of this part of the application form.

Note: the 'employee number' is not the number used to log in to King's IT accounts. It is the payroll number, as found on the payslip. NHS Consultants must insert 'NHS' in this field.

NHS Consultants are to note that the field 'Name of current Head of Department...; Departmental address...' must be completed with the details of the appropriate King's College London Head and not those of their NHS Division head.

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PART 3: Main application

Applicants are reminded to observe the requirements listed in the section [Ensuring a valid application](#) above to avoid invalidating their application form.

Page limits

Under no circumstances should the page limit in this section exceed 5 sides of A4 paper in total. An exception is made for NHS Consultants who are **not** King's College London employees. These colleagues must include their integrated Job Plans in [Section G: Clinical Excellence & Eminence](#), as detailed below. For these applicants only, the 'Main application' part of the application form is limited to a maximum of 6 sides of A4.

Clinical Academics employed by King's College London must adhere to the 5 sides of A4 limit.

Guidance

The following provides more detailed guidance on the information required for each of the different elements assessed in this part of the application form.

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Education (Section A)

For this section, applicants should:

- Ensure that the main emphasis of this part of the submission is on the quality of their teaching, the way in which they support students' learning and students' overall experience of studying at the university. When quality is being evaluated, it is recognised that teaching and supporting students' learning takes many forms, depending on the discipline, on the mode of delivery and intended learning outcomes of programmes and modules, and changes as a function of different stages of an academic career. Quality of educational activity is not simply about presentation in a teaching session but importantly about the quality of contribution made to students' learning and enhancement of the student experience; this may include leadership roles for teaching, personal tutoring or mentoring, or evidence-based practice and scholarship. However, in all cases applicants should also submit a summary of their teaching loads (the quantum of teaching, examining and other student-facing activities should be provided within the context of expectations within the department and field) and their contribution to academic leadership and administration over the assessment period.
- Explain their approach to the challenges of delivering high quality education and supporting students' learning in their particular subject areas, as well as in the wider context of the university and beyond.
- Indicate their distinctive and innovative contribution to the teaching of the subject; curriculum design and the objectives that they set for themselves and for their students; and how they support students' learning in sustained and creative ways.
- Explain how they measure their respective success and how that enhances their future engagement in education. Rather than provide merely a narrative, applicants should provide evidence of quantitative and qualitative teaching feedback wherever possible, e.g. **EvaSys teaching survey scores, other forms of student feedback, etc.**

- Describe the extent and quality of postgraduate supervision.
- Demonstrate the synergy with academic leadership and administration, and research.

Contributions to education should be appropriately documented. The evidence applicants provide in respect of education should be reliable and open to scrutiny, and provide an objective basis on which a judgement can be made.

The evidence must also be highly selective, in an analysed form with its significance made clear. The evidence should illustrate that performance has been at the claimed level over a sustained period. The nature of the appropriate evidence can vary from case to case.

Applicants are strongly encouraged to consult the [Grade descriptions & criteria for the Academic Education Pathway](#), which is a document intended for AEP applicants, but provides examples of indicators of excellence in education appropriate at each academic level and will be helpful in this respect for E&R applicants.

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Research (Section B)

Applicants should in all cases outline the areas of research in which they work. Where research is carried out in collaboration with others, it is **essential for applicants to explain what their distinctive contribution has been to those areas, and in all cases to outline what outcomes have resulted and what impact their work has had on the advancement of their subject.** Applicants should also outline future plans for research to give the Panels an indication of the intended direction and trajectory.

The university is a signatory to the San Francisco Declaration on Research Assessment (DORA). Appropriate indicators of research excellence will vary between disciplines, but might include: possession of a doctorate; quantity of research funding and nature of source of funding; extent of collaboration with the private, public or third sector; extent of multi- and inter-disciplinary collaborations within and outside the institution; consultancy; the impact of research; invitation to chair or give keynote lectures at international conferences; membership of national and international bodies, research councils, or learned societies; editorships of journals, or general editorships of series or serials. Specific information on metrics/data (e.g. esteem factors) used to consider the quality of research output may be provided to assist the Panels' deliberations where information is available and appropriate to the discipline.

Applicants should consider the following points when describing their research:

- Panel members can judge only what is provided to them by the applicant and, where applicable, the External Assessors.
- The Panel membership is diverse but also representative of the different parts and disciplines in the university. It follows that some Panel members will not be expert in the area of a particular applicant. Therefore, clarity of applicants' expression in describing research is paramount to their understanding. Whilst detail relevant to the research subject is essential, some form of narrative understandable by an intelligent non-expert is also often vital.

- All applicants are asked to provide information about the research itself, both disciplinary and examples of multi- and inter- disciplinary research, where appropriate; the grants they hold and have obtained; their collaborations; research staff working under their direction; research students they currently supervise and have supervised; publications and other scholarly output. However, it is not necessary to provide the detailed information relating to grants, publications and postgraduate supervision in this section of the application form as this detail should be provided in [Part 4: Grants, publications, and research degree supervision](#) below.
- Clearly link information. When reading the different types of information on research contained in any application, the Panel must be able to link the following to each other:
 - input (grants);
 - the research topics completed, in progress or planned;
 - the people doing the work, and
 - the output (papers, publications, presentations etc.).
- Applicants may find it convenient therefore to describe their research in discrete topic/project areas that include not only the narrative of the research itself, but the linked information about grants, staff, students, collaborators, publications etc.

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Research and/or scholarly outputs (Section C) & Publications (Section J)

In relation to research and/or scholarly outputs, Panel members are particularly interested in the five most significant research and/or scholarly outputs. Particular emphasis should be given to recent achievements since the applicant's last promotion or appointment. For applicants' 5 most significant research/scholarly outputs they should provide a short statement in Section C of the application form, regarding their contribution, the academic advances that have resulted, and indicators of each output's impact on the field. Citation data using Scopus should also be provided, where it is appropriate for the discipline or field. In case of ambiguity, applicants should consult with their Executive Dean, who will be able to advise.

The Panel will consider the application in its entirety with a view that reaches the standard required. However, greater weight will be put on outputs that have not been the primary outputs used previously to achieve academic promotion.

With respect to publications, the Panel is interested not only in the publication, but additionally in the applicant's contribution to the publication, the academic advancement and indicators of its acceptance and its impact on the field. Applicants are strongly advised to include metrics that highlight the quality of their work, e.g. citations per year for the past 10 years (where appropriate to the field) using Scopus, where relevant to the discipline or field. As above, in case of ambiguity, applicants should consult with their Executive Dean, who will be able to advise.

Disciplinary norms for publication vary. Where, for example, disciplinary conventions do not have alphabetical authorship and applicants are middle authors it is imperative that applicants are very clear about their role and contribution to the research/scholarly output and in moving the discipline forward. This is particularly important in the case of publications in the areas of large clinical trials and statistics. It may otherwise be difficult for the Panel to consider the applicant's contribution to the research/scholarly output listed.

In addition, Panel members are also interested to see a full list of publications. The full listing should be provided in [Section J: Publications](#) of the application form. It is not necessary to provide a list of published abstracts. The number of citations per publication should be provided, where available and appropriate to the discipline. Where possible, applicants should hyperlink publications to web pages where they may be viewed. (No negative inference will be taken by Panels where online access to publications is not possible).

When referring to publications, the Panel members are interested to know the full authorship of all output and the lead author where appropriate must be identified in every case. Only those publications that have already been published or are publicly available at the time of submitting the application are to be included. The Panels may consider a submission that is in press at the closing date for application **only** if it meets the following criteria:

- it is a journal publication (publications due in the form of books, conference contributions etc. will not be considered); and
- the journal acceptance letter can be provided on request; and
- the manuscript in its final form is available for review by the Panel on request.

Listings of publications should be arranged chronologically, most recent first, and with **details of the number of pages** in the following categories:

- **Books:** title, number of pages, publisher, date published, ISBN number.
- **Chapters in books** (including other short works such as contributions to collections of essays published in book form): title of chapter, page numbers of chapter, title of book, name(s) of editor(s), publisher, date of publication, ISBN number.
- **Articles in journals:** title of article, page numbers of article, name of journal, volume number, date of publication, ISSN number or equivalent.
- **Conference contributions:** name of conference/published proceedings, number of pages, date published (or in the case of non-text based material, date of conference and media of output).
- **All other outputs:** title or brief description and date and place at which output was made publicly available, including, where available, a DOI or other digital indicator.

When providing the detail of their publications (title, number of pages, publisher etc.), applicants may use their preferred referencing convention. ISBN and ISSN or DOI should be included, where available.

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Innovation, impact and knowledge dissemination (Section D)

Alongside education and research, the Panels will consider any achievements within innovation, and these should be appropriately documented. Innovation is the creation of new and valued benefits beyond the university (e.g. cultural, social, economic or health). This may take the form of engaging external audiences with research either at the university or at external events. Academic-enabled innovation takes curiosity-driven research, the purpose of which is to generate new insights and understanding, and translate it for application and benefit. While there will be instances where the innovation is delivered by an academic (e.g. from within a Clinical Academic Group)

it is more usual for the academic to contribute new or existing knowledge to an innovation led from outside the university. As such, the promotion criteria recognise their enabling role, ensuring the best available academic research is used in service of society. In this respect, evidence of engagement with a wider public may be taken into account. It is therefore critical to demonstrate how world-class academic insight and understanding contributed to innovations. Participation in contract research, trials, etc. by itself is not sufficient. To assist the Panel, applicants are advised to:

- Describe fully the innovation.
- Describe by whom the innovation was delivered and how it was implemented; and how the applicant contributed and supported in this regard.
- Quantify the reach, significance and impact of the innovation.
- Evidence excellence and leadership in innovation.

Staff who are not involved in significant innovation or impact of this nature will not be disadvantaged by being unable to supply evidence in this area.

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Academic leadership and administration (Section E)

This is understood in its broadest sense as the applicant's contribution to the academic leadership and administration of the Department/School, Faculty and university, and/or innovation and the advancement of the applicant's discipline within the academic professions.

The Panels will attach particular importance to the quality as much as the quantity of applicants' contributions to the academic leadership and administration of the university. Membership of committees is less important than the effectiveness of the contribution made through committee work. Academic leadership and administration can embrace all aspects of service to the Department (School, in FoLSM and within ECS in SSPP), Faculty, university and the profession as a whole. Examples might include:

- contributing to the development of departmental coherence and collegiality;
- project management and professional activities;
- participating in Faculty or university committees and steering groups, e.g. to support Athena SWAN submissions;
- participating in management procedures (e.g. chairing individual panel meetings; undertaking investigations, chairing and panel membership of grievance and disciplinary hearings, etc.);
- pastoral work (including personal tutoring and mentoring);
- contributions to enhance the student experience;
- work for learned societies, schools liaison, admissions, etc.,
- secondments to funding councils and quality assurance bodies;
- contribution to research grant development and mock interviews; and
- innovation, outreach work or the organisation of conferences.

This list is illustrative and is not exhaustive.

Here again, the onus is on applicants to highlight all relevant information to strengthen their application and to make clear what they see as their distinctive contribution to the profession, the life of the university, the

Department/School in which they work and to demonstrate the effectiveness of their contributions. The impact of work undertaken should be clearly articulated.

Where applicants have taken on a demanding internal executive role, such as Head of Department, this should be clearly stated in this section of the application form, along with the start and end dates (where applicable) of the role. Panels will expect the same quality of academic productivity but will take into account time devoted to other activities when assessing the quantity of output.

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National and international esteem (Section F)

In this section, applicants should include key indicators of their national and/or international standing.

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Clinical excellence and eminence (Section G)

This section is primarily for Clinical Academics employed by the university and NHS Consultants. Applicants should describe their clinical innovations, excellence and eminence with reference to the criteria provided in [Appendix 1: Applications from clinically qualified staff](#) NHS Consultants must also include in this section the Job Plan, as agreed at the last Job Plan review meeting/appraisal, and quantify any academic Programmed Activities undertaken.

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Service and other information (Section H)

Applicants should use this section to identify/provide information to support their application. This should include a brief summary of the criterion according to which applicants believe themselves to have made the strongest contribution. Applicants are reminded that their Performance Development Review (PDR)/appraisal record will contain evidence of progress and achievement and suitable use can be made of this in applications. If this is contemplated, applicants and their PDR Reviewer/Appraiser should produce an agreed summary of recent PDR/appraisal records focusing on those aspects which provide evidence about suitability for promotion.

In this section applicants may also wish to mention:

- any contribution to society, through their work, beyond the traditional roles of education and research (applicants may find it helpful to view the university's [Service Strategy](#) in this regard and in particular the 10 strategic goals); widening participation, etc.;
- the main strength(s) of the application (a balanced portfolio, or an exceptional emphasis on research or education, recognising that they are expected to demonstrate competence in all criteria), as well as the most important features of their application in relation to the type of promotion sought;
- how their clinical work (where applicable) interrelates with their other responsibilities, for instance indicating the effect of their research on clinical practice. It would be helpful to the Panel if applicants could indicate

the proportion of time spent on education, research, academic leadership and administration, and clinical practice; and

- some specific categories of personal circumstances – see [Chapter 6](#) below.

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PART 4: Grants, publications, and research degree supervision

This part of the application form is to be used to list details relating to applicants' grants, publications, and postgraduate supervision experience. It must not be used to provide additional evidence or narrative that could not be contained within the page limits specified for [Part 3: Main Application](#) of the application form.

Grants (Section I)

It is essential that applicants provide all the information required in the tabulated list set out in the application form.

Applicants should ensure that their role in relation to each grant listed is clear from the information submitted and be aware that the accuracy of such information may be checked by the Panel.

It is also essential for the applicant to document their individual role in obtaining grants, especially where those grants are held jointly with collaborators. Names of all grant holders should be provided and the principal area of investigation along with appropriate dates.

Applicants who have been awarded Research Fellowships must clearly state as such and provide relevant information, e.g. title, awarding body, date awarded and duration, etc.

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Publications (Section J)

Applicants are required to provide a full list of publications. It is not necessary to provide a list of published abstracts. See [Research and/or scholarly outputs \(Section C\)](#) above for more information.

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Research degree supervision (Section K)

Applicants should provide all of the information required in the tabulated list of research degrees supervised and completed.

Note: applicants must not state the names of individual students on the application form. This is to avoid a breach of the [General Data Protection Regulation](#). Instead, applicants should state the thesis title.

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PART 5: Inclusion and support

The page limit for this section is one side of A4 paper.

Activity relating to the university's Principles in Action is captured throughout the promotion application form, but Part 5 of the application form focuses explicitly on:

- Practice 1. Understanding and including others;
- Practice 5. Developing self and others; and
- Practice 6. Enabling others to succeed, particularly in relation to staff who applicants may manage or supervise.

In Part 5, applicants should evidence how they create an inclusive environment where colleagues are valued and able to succeed; how they develop themselves and others; and how they communicate in a way that enables people to excel. Indicators might include:

- educating themselves about issues of diversity and inclusion and how exclusion occurs;
- being respectful and considerate;
- responding with empathy;
- building own and others' understanding;
- creating a culture of inclusivity;
- taking practical actions to build own capability and support others;
- broadening others' understanding through different sources of knowledge and feedback;
- making time for personal reflection and supporting others' development;
- stretching self and others to develop;
- supporting the university's PDR and probation processes;
- engaging in staff development (including mentoring, e.g. through the [More Than Mentoring](#) programme);
- communicating clearly;
- providing broader context and support to build engagement;
- enabling others by removing barriers and securing resources; and
- inspiring others to be their best.

This list is illustrative and not exhaustive. Descriptors under many of these headings are available in the [Principles in Action Handbook](#).

Diversity and inclusion

Applicants are expected to have completed the [Diversity Matters](#) training for either staff or managers, as applicable. Where this has not been completed by the date that applicants submit their promotion applications, the expectation is that applicants will have booked a place on a course within 12 months.

Applicants should use Part 5 of the promotion application form to detail specific activity undertaken to support the university's diversity and inclusion ambitions. Examples might include:

- participating in equality, diversity and inclusion activity such as Athena SWAN, Race Equality and Stonewall LGBTQ groups;
- promoting the university's [community networks](#), such as:
 - [Proudly King's: LGBTQ+ Network](#);

- [Access King's: Disability Inclusion Network](#);
 - [NEST – \(N\)etwork to \(E\)ngage, \(S\)upport & bring \(T\)ogether Parents and Carers @ King's](#);
 - [Elevate: King's Gender Equality Network](#); and
 - [King's Race Equality Network](#).
- encouraging those staff managed by applicants to undertake [Diversity Matters](#) training;
 - applying some of the [D&I Guidance and Support](#) in everyday practice, and so on.

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PART 6: Education and employment history

Applicants must complete all sections of this part of the application form.

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PART 7: Declaration

The declaration must be signed and dated in order for applications to be considered. Electronic signatures may be accepted, providing that the application form is emailed from the applicant's King's or respective NHS Trust email account.

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6. Personal Circumstances

The university recognises that some personal circumstances may have impacted on quantitative output.

Applicants should consult [Appendix 2: Personal Circumstances](#) for guidance on making a disclosure of personal circumstances that they feel have constrained their ability to work to full productivity over a defined reference period and they wish to be taken into account when considering quantitative output.

Appendix 2 includes guidance on how to disclose any detrimental impact of COVID-19 on quantitative output. Applicants should note that some types of disclosures should be made in the E&R Academic Promotion Application Form (at Section H), and others in the separate [Personal Circumstances Form](#). Duplication is not permitted.

The personal circumstances facility must **not** be used to outline potential relative disadvantage compared to colleagues for whom COVID-19 may have opened-up new research opportunities, for example.

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7. Submitting the application

Applicants must submit – by 23:59 on Sunday, 21 March 2021 - PDF versions of their final submission to the following at King’s College London:

Document	Email to HR at promotions@kcl.ac.uk	Email to Executive Dean Applicants from the Faculty of Arts & Humanities should submit their applications to the Executive Dean’s EA at artshumsea@kcl.ac.uk copied to the relevant Vice-Dean (People & Planning)	Email to the Head of Department* <ul style="list-style-type: none">Applicants from FoLSM: Head of School, where there is no Head of School, the Head of Dept.;Applicants from ECS within SSPP: the Head of School.
Application Form	✓	✓	✓
Where applicable: Personal Circumstances Form	✓	No	No

* NHS Consultants making an application for promotion to Professor are to note that applications are to be submitted to the King’s College London Head of Department (or equivalent) in order to be considered by the promotions Panel, **not** the NHS Trust department/division head. They must, of course, additionally send their application to the Executive Dean and HR as set out above.

HR is unable to accept revisions to applications once they have been submitted to promotions@kcl.ac.uk

HR is unable to undertake secretarial duties for applicants, such as converting Word documents to PDFs.

Applicants are reminded that neither the Head of Department nor Executive Dean (or equivalent) will submit the application to the HR department on the applicant’s behalf; applicants are responsible for their own submissions. Applicants are not to send draft applications to HR, only the final submission.

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8. Outcomes

Outcome of application

It is anticipated that applicants will be advised of the outcome of their application by early September 2021.

Unsuccessful applicants will be contacted by their Executive Dean (or designate) once the outcome of the application is known for advice on future re-applications and for an explanation, as fully as is consistent with the confidentiality of the exercise, as to why the application has not been successful on this occasion.

New contracts

New contracts of employment will be issued to successful applicants, as applicable. Successful NHS colleagues will receive honorary contracts. Applicants' patience in this regard is appreciated as this process requires the approval of new salaries and titles, as applicable, by Executive Deans and respective Provosts/Senior Vice Presidents. The university aims to be able to issue new contracts within three months of the Panel meetings.

In the 2019-20 promotions round, successful applicants were permitted to use their new titles early due to delays caused by the university's response to COVID-19. These were exceptional circumstances. The usual practice resumes for the 2020-21 round, i.e. successful applicants are not permitted to use their new titles until:

- they have returned to HR their signed contracts of employment in relation to the promotion (or, in the case of Clinical Academics, they have returned their written confirmation of acceptance); and
- the new title may not be used before the effective date of implementation. While mindful of the potential for changing circumstances, our aim is for an effective date of promotions of 1 October 2021.

New titles may not be used in any capacity, including email signatures, on business cards, in the media etc. until both criteria above are fulfilled.

Salary changes

The [Guidance for Determining Starting Salaries on Promotion](#) sets out the protocol applied when calculating salary on promotion in the case on non-clinical staff.

Grades/spine points for Clinical Academics are not changed on academic promotion. This is because rates of pay and progression up the grade/scale are based on parity in arrangements with the NHS, while grade/scale uplifts for King's non-clinical staff are based on the recommendations of the Joint Negotiation Committee for Higher Education Staff national pay bargaining machinery, as applicable.

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9. Process reviews

A process review is not a review of the academic decision: applicants may not appeal the outcome of the decision regarding their application for promotion. An applicant will, however, be able to request a process review if it is demonstrated that there has been a failure to adhere to the procedure.

To request a process review, the applicant should email the Human Resources Director – Remuneration and Policy at cmt@kcl.ac.uk within ten working days of receipt of the decision letter. The letter should state the reasons for the process review and the failure to adhere to the procedure. The Human Resources Director – Remuneration and Policy or their nominee will review the reasons for the process review and conduct a prima facie assessment as to whether a recommendation should be made to the Academic Staff Committee Chair to consider formal further consideration. In such instances the Academic Staff Committee Chair will nominate an appropriate investigating officer to consider the matter.

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