PROFESSORIAL ANNUAL REVIEW GUIDELINES

Introduction

In order to discharge their responsibilities effectively, and to ensure proper accountability, the Vice-Chancellor, along with the Deputy Vice-Chancellor and Pro-Vice-Chancellors, requires an annual review of the activities of each professor at the University. This informs strategic decision making and the ability to promote the University, at the same time as ensuring that all staff are rewarded in an appropriate manner.

Having professorial status at the University of Reading is a sign of academic achievement and distinction. The title comes with responsibilities and expectations regarding on-going performance. It also comes with opportunities for salary progression, or advancement to a higher professorial zone. The University recognises the contributions of colleagues and wishes to reward those whose performance delivers results over and above the performance the University is entitled to expect for their level of experience and standing and their current level of remuneration.

Each year eligible professors are required to provide a statement regarding their achievements and activities for the previous 12-month period.

Colleagues are not eligible for review within the first 12 months of appointment or internal promotion.

Principles

The guiding principles of the University's Annual Review process for professorial staff are:

- To ensure that the University remains competitive and able to recruit and retain professorial staff capable of helping the University to meet its strategic objectives;
- To enable the University to act fairly and with consistency in its approach to rewarding its most senior academic staff, whilst allowing for discretion to reward exceptional contribution;
- To be mindful of equality and gender pay gap issues when determining salaries;
- To take account of the University's on-going ability to meet salary costs.

Advisory Group

Submissions will be reviewed by an Advisory Group comprising:

- the Deputy Vice-Chancellor (Chair),
- the Pro-Vice-Chancellors,
• the Director of Human Resources.
• the Dean for Diversity & Inclusion (right of attendance)

The Group will consult internally and externally as appropriate and reserves the right to seek further information from individual Professorial colleagues where necessary. Heads of Schools are invited to attend a meeting of the Advisory Group in an advisory capacity to provide points of clarification. The process is subject to scrutiny by a lay member of Council, who will attend at least one meeting of the Advisory Group.

The Advisory Group will report its recommendations to the Remuneration Committee, who will consider the recommendations, being mindful of equality issues and the University’s overall financial position.

**Professorial Zones**

Having professorial status at the University of Reading is a sign of academic achievement and distinction. The title comes with responsibilities and expectations regarding on-going performance, these being appropriate to the zone as captured within the zone criteria. Each professor is situated in one of four zones:

1. Emergent;
2. Established;
3. Outstanding;
4. Exceptional.

There are no automatic increments or progression within or between the zones: these are awarded on the basis of exceptional performance against the relevant zone criteria. Awards may be through a consolidated salary increase, or a one-off non-consolidated payment. There should be no expectation that colleagues will receive an award each year.

If you have been in Zone 1 for 4 or more years, you **must** make a submission for advancement to Zone 2. No further salary progression is permitted within Zone 1. You should discuss your submission with your Head of School. Earlier progression to Zone 2 is possible in exceptional cases. Applications for advancement must provide evidence across the range of the criteria for Zone 2, demonstrating continued development and achievement since appointment, or promotion, linking to PDR discussions and any objectives set therein where appropriate.

The zone criteria are structured into four core sections to ensure that they cover contributions to both teaching and research, are aligned to the University’s strategy and values, and pay due regard to issues of diversity and inclusion:
1. **Academic Achievement**
   a. **outputs & funding** e.g. publications, grants and contracts, scholarly outputs, text books, monographs or equivalent.
   b. **impact & environment** measures of impact could include: citation counts, contributions to major national and international research bodies, contribution to knowledge exchange, innovation and enterprise, PhD supervision, significant engagement activities which improved student outcomes or experience, development of innovative teaching methods/use of technology.

2. **Academic recognition** e.g. membership of prestigious academic bodies/institutions, invitations to speak at events or conferences, prizes, awards, honours, being awarded SFHEA/PFHEA, visiting teaching or research positions.

3. **Academic leadership** e.g. creation of research centres or other groupings within the University or links with external professional scholarly networks and to have contributed to the leadership or development of these networks, shaping the future of a School, Department or discipline, activities which improve student outcomes and/or experience, leadership of strategic activity in Research or Teaching & Learning, membership/leadership of significant committees or professional bodies.

4. **Citizenship** e.g. wider contribution to the Department/School/University/national or international community; mentoring colleagues, serving on editorial boards, or advisory bodies, contributing to quality assurance and enhancement, Teaching & Learning governance, widening participation and access activities, recruitment and outreach, diversity and inclusion networks.

The zone criteria are indicative rather than prescriptive and do not represent a simple check-list formula. The criteria are cumulative, implying that activities in higher zones would normally be undertaken in addition to those in lower zones. There is some overlap between zones and movement within a particular zone, or progression to another zone, will reflect the degree to which particular criteria are achieved and demonstrated by the individual. Movement through and between Zones will become progressively harder, as expectations of what constitutes normal performance increase.

If you have reached the top salary point of Zone 2 or Zone 3, you can only be considered for a non-consolidated award, as no further salary progression is available. Or you may request to be advanced to the next zone.

**Making a statement**

Please be succinct when writing your statement (maximum of two sides of A4), using bullet points where appropriate to help make your submission clear. You may only submit a statement in respect of your activities and achievements for the 12-month period ending 31 December 2020. If you did not complete and submit the on-line form for the 2020 Annual Review, you will not be given the opportunity to do so now.

You are welcome to make use of information provided for other University processes where appropriate, e.g. PDR, Research Review.
If you work part-time and hold another part-time post at another University, your contribution to the University of Reading must be made clear.

In the interests of consistency, additional documentation in support of a submission will not be accepted. You should not submit copies of extracts, papers or book chapters. You should only provide your CV if you are seeking advancement to a higher zone. Your full CV should be set out in the format of the standard CV template and saved as PDF format.

Once you have completed your statement you should forward it to your Head of School by the deadline stated below.

Role of referees (Advancement to Zone 4 only)

References are sought where advancement to Zone 4 is being requested.

In determining advancement to Zone 4, the University attaches considerable importance to the role and independence of external referees. External referees can provide useful insights into many aspects of an individual’s work, but are especially important in assessing their contribution and standing in scholarship and research.

Human Resources will write to referees to ask for their opinions on the individual, providing the criteria for promotion to Zone 4. Referees' reports are subject to the strictest confidentiality.

Personal Circumstances

You may wish to inform the Advisory Group of any personal circumstances that have impacted upon your work for a defined period of time, however, this is entirely optional. Circumstances that may be taken into account include:

1. Time away from work for maternity, paternity, shared parental or adoption leave (with dates);
2. Part time or other flexible working arrangements;
3. Career breaks (with dates);
4. Periods of absence (with dates), or flexible working arrangements, arising from: caring responsibilities, disability, injury or ill health;
5. Periods of absence (with dates), or flexible working arrangements, arising from the impact and consequences of gender re-assignment;

You should not describe the personal circumstances themselves, but rather, detail how the circumstances have impacted upon your work for the period under review.

You are not obliged to declare any personal circumstances if you do not wish to. However, if not declared, such matters cannot be subsequently taken into consideration.

Further advice and guidance on declaring individual circumstances is available from Human Resources.
Timetable

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<tr>
<th>Action</th>
<th>Date</th>
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<tr>
<td>Complete and submit on-line form to Head of School by:</td>
<td>1 February 2021</td>
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<tr>
<td>Heads of Schools to check and sign forms and submit to HR by:</td>
<td>15 February 2021</td>
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<td>Advisory Group meetings will be held:</td>
<td>22 March to 14 April 2021</td>
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<td>Remuneration Committee meeting:</td>
<td>8 June 2021</td>
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<td>Formal outcomes communicated no later than:</td>
<td>30 June 2021</td>
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<tr>
<td>Effective date for salary changes:</td>
<td>1 August 2021</td>
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Communication of outcomes and feedback

Formal outcomes will be notified by the Director of Human Resources by 30 June 2021.
Requests for feedback in respect of notified outcomes should be addressed to your Head of School in the first instance.