

## Development of FR Promotion Processes

### Purpose

1. The purpose of this paper is to update the EB on developments to FR's promotion processes.

### Background

2. A review of FR's promotion processes took place during 2014 in response to feedback from FR staff on the fairness and transparency of promotion processes operating within FR, particularly the Science Promotion Board Procedure.
3. FR's HR Business Partner led the review and chaired a Working Group to consider options and make recommendations on the future of the promotion processes operating within FR. Both the FR Executive Board (FREB) and the HR Management Board were engaged in the review process.

### Key Points

4. A key outcome from the review is that FR will continue to utilise the Science Promotion Board Procedure as a means of rewarding Scientists for growing their skills and impact in their area of expertise. The procedure will be developed in accordance with the areas for improvement listed at appendix 1, which also lists areas of development planned for the wider promotion processes existing within FR.

### Resource Implications

5. Taking forward the developments to the promotion processes will be managed using existing resources in FR and the HR Division.

### Risk Assessment

6. Implementation of the review's recommendations is vital to ensure that staff feedback is addressed, thus minimising the risk of staff demoralisation.

---

## **Communications Issues**

7. A communications plan has been followed throughout the review, including consultation with staff and the TU.

## **Implementation and Evaluation Proposals**

8. The next FR Science Promotion Board is planned to be held in May/June 2015, once the new Science & Innovation Strategy programmes are up and running and financial year end work has been completed.

9. The improvements to FR's promotion processes will be reviewed post-implementation to evaluate progress.

## **Recommendation**

10. The EB is asked to note the developments to the FR Science Promotion Board Procedure.

**James Pendlebury**  
**FR Chief Executive**  
**February 2015**

FR Science Promotion Board

- Refreshed guidance and a new application form template will be produced to help staff prepare for the Science Promotion Board. Reasonable time will be provided for completing an application and a 'promotions calendar' will be issued alongside a revised Science Promotion Board Procedure detailing the steps of the process against a timeline;
- The revised procedure will provide clearer criteria and a transparent scoring protocol;
- A list of all posts eligible for the Science Promotion Board will be resurrected and reviewed. Any new posts created in FR will require confirmation on whether they are in scope for the Science Promotion Board or not;
- Heads of Science Centre will no longer provide commentary on an individual's application. In future, the sift of applications will be undertaken by the three Heads of Centre, the Chief Scientist and the HR Business Partner. The interview panel will continue to consist of: one Head of Centre; Chief Scientist; HR Director; and an external scientific professional;
- The arrangements for feedback and appeals will be as follows:
  - Following sift stage: written feedback from the assessment panel will be provided to unsuccessful applicants. Appeals against no-selection at sift will consider the application and board assessment only.
  - Following interview stage: a feedback meeting will take place between the applicant, their Line Manager and their Head of Centre using written feedback provided from the assessment panel, for both successful and unsuccessful candidates. Appeals against non-selection at interview will only consider the application and the board assessment, including assessment of performance at interview.
- Written feedback from the assessment panel will be in a standard format and applicants will have the opportunity to discuss feedback with a member of the assessment panel if further clarification is required following sift or interview;
- There will no longer be a Confirming Authority for the Science Promotions Board, however, the Chief Executive will retain the role of hearing appeals;
- In terms of equality & diversity considerations, the criteria for promotion will reflect the individual's rate of publishing rather than number of papers published. The procedure and assessment paperwork will clearly state that equality & diversity considerations will be made if relevant and reasonable adjustments provided. The application form will allow staff to highlight any diversity considerations that should be taken into account, e.g. part-time working, career break, disability etc;

- 
- At the conclusion of the Promotions Board, all FR staff will be notified of how many people applied and who was successful;
  - The Science Promotion Board will continue at the frequency of every two years due to the resources involved in running the process and the small size of the Agency compared to other research organisations. However, financial and/or structural considerations may affect the availability of the FR Science Promotion Board and clear justification will be provided by FREB should the Board not be held;
  - Access to the external Individual Merit Promotion Scheme is now closed to FR staff due to this being a promotion and grading system outside FR's control and also because it is not available to Social Scientists. Instead, FR intend to develop the opportunity for FR Scientists to be promoted from PB2 to PB1 via the Science Promotion Board Procedure;

#### Promotion Processes – General

- The FC's Job Evaluation Grading System (JEGS) provides a means of fluid-grading promotion for non-scientific staff within FR. The FR Executive Board will periodically consider if a JEGS assessment should be undertaken for any of the non-scientific posts;
- Staff will be encouraged to hold career development discussions as part of the PMS process, using the Individual Learning Plan as a tool. FR's HR Business Partner will undertake work to improve the Agency's talent management and succession planning processes;
- The HR Division are going to provide more clarity on the FC's post-filling stages in a revised Recruitment & Selection Procedure;
- Other improvements being made to FC's post-filling processes by the HR Division include: introduction of a new e-recruitment system in April 2015; revamped training in recruitment & selection; and refreshed internal processes and guidance.