



Best EDI practice for senior managers supporting applicants for R&T promotion

In line with our University core principle to value diversity and promote equality, we aim to ensure that our promotions process each year encourages all those who have potential to be successful in their application to apply. We have a specific EDI objective to have 50% of Level 6 and 30% of Level 7 posts filled by staff who identify as a woman by 2025; our analysis of disability disclosure demonstrates that Level 5, 6 and 7 staff have the lowest percentage of disability disclosure of all staff levels; and both the Athena SWAN and Race Equality Charter work has focused our analysis of distribution of cultural background of staff, demonstrating that we still have a relatively low number of individuals with BME backgrounds at Level 6 and 7 academic staff.

In addition to a number of changes that have taken place to address these issues, including unconscious bias training and review and revision of promotions criteria, we have identified a number of instances of best practice from senior managers to encourage those with protected characteristics to submit applications for promotion. This short document aims to highlight those examples, to aid senior managers in ensuring that they do all that they can to contribute towards our ambitions to increase diversity amongst our senior staff. Examples of best practice include:

Action	Goal
Having one-to-one conversations with potential candidates to review draft applications and provide advice which will encourage them to submit an application.	Build confidence for those who might think that their applications are 'not quite there' and encourage submission if appropriate, managing expectations and building resilience if they are not successful.
Encourage applicants to submit applications even if they believe that they are not able to write a compelling argument in all sub-sections of the promotions form.	Increase number of applications of those who may not have been able to engage in some parts of their role as fully (e.g. restrictions on travel due to disability or care responsibilities).
Holding discussions with colleagues and review available data (eg research outputs/income; SET scores; contribution to academic service) to ensure that potential promotions candidates who may otherwise be 'under the radar' hold a discussion with a senior manager about their potential to submit an application.	Identifying potential promotion candidates who may lack confidence in putting themselves forwards, or be comparing their own performance to an over-ambitious or unrealistic standard.
Reinforcing the importance of values, behaviours and academic service in consideration of promotions applications.	Encouraging those who have taken on significant levels of administrative responsibility to realise that they will be considered in a promotions discussion alongside contribution to teaching and research.

<p>Ensuring that promotion is discussed during the year at ADC and other personal development meetings.</p>	<p>Build up confidence in those who may be unsure about submitting for promotion in near future. Avoid 'rushed' discussions near deadlines.</p>
<p>Clarification of the fair and reasonable consideration of the impact of part time work and career breaks/parental/sick leave.</p>	<p>Ensure that people feel comfortable to submit even if they have 'gaps' in their CV.</p>
<p>Specific emphasis during conversations about promotion that equality, diversity and inclusion (EDI) issues are considered carefully during meetings including highlighting specific meetings (eg at Faculty level) where these matters are discussed.</p>	<p>Ensure that applicants trust that EDI matters will be taken into consideration when applications are reviewed.</p>
<p>Senior managers talking to as wide a range of people as possible about their career progression and ambition.</p>	<p>Ensures that people who may otherwise fall 'under the radar' for various reasons (eg office location away from main hub of School/Department) are equally supported.</p>
<p>Holding workshops to explain the promotion process to all those considering promotion in the near future.</p>	<p>De-mystification of the promotions process to explain to individuals the depth of conversation that takes place in meetings.</p>