Academic Staff Promotions Procedures

INTRODUCTION

Charles Darwin University’s Academic Staff Promotions Policy and Procedures further the University’s goal to recruit, retain and develop high performing academic staff by offering achievable career pathways. Promotion of academic staff recognises and rewards sustained achievement and leadership that supports and contributes to the attainment of the University’s strategic priorities. Assessments are made on the basis of evidence of performance in the relevant area/s of University Core Business. To be successful applicants for promotion must provide convincing evidence of meeting the University’s standards, expectations and qualifications for the level to which promotion is sought.

COMPLIANCE

This is a compliance requirement under the Charles Darwin University and Union Enterprise Agreement.

INTENT

To inform academic staff of the rules, responsibilities and timelines associated with the University’s Academic Promotions Policy.

RELEVANT DEFINITIONS

In the context of this document

Academic Staff Position Classifiers means (the standards, expectations and necessary qualifications of Academic Staff members as outlined in Schedule C of the Charles Darwin University and Union Enterprise Agreement 2013;)

Research Active Academic Staff means academic staff members expected to undertake both teaching and research activity in accordance with cl.3.34 of the Charles Darwin University and Union Enterprise Agreement 2013 and the Research Active Staff Definition;

Research Staff members means an academic staff member expected predominantly to undertake research in accordance with cl.3.35 of the Charles Darwin University and Union Enterprise Agreement 2013;

School means the academic units within Faculties and, for the purposes of these Procedures includes academic staff and their supervisors in relevant units such as the Office of Learning and Teaching;

Teaching Focussed Academic Staff means an academic staff member expected predominately to teach and engage in the scholarly advancement of teaching with limited involvement in other research activity in accordance with cl.3.40 of the Charles Darwin University and Union Enterprise Agreement 2013 and the Teaching and Teaching Scholarship definition; and

University Core Business means the broad mix of Learning and Teaching, Research, Indigenous related activities, Community Engagement activities and Business Development activities undertaken at the University. It is recognised that a wide range of administrative support activities underpin this core business, and for employment purposes these administrative support activities constitute an additional set of core business activities.
PROCEDURES

Criteria for promotion

High levels of performance and achievement, appropriate to Level, discipline field, type of appointment and agreed PDRS work plan, and relative to opportunity, in the following five (5) areas of academic work:

- Learning and Teaching;
- Research and scholarly activity;
- Indigenous related activity;
- Community Engagement; and
- Business development/professional consultancy/industry links.

Meeting the threshold requirements (Academic Staff Position Classifiers) for appointment at the Level to which they seek promotion.

Weighting of Current Work Profile

Work profile is the translation of the applicant’s contract terms/position profile into the activities described under the University’s Core Business Areas. In consultation with their supervisor, applicants assign a percentage weight to each area of their current work profile. The weighting percentage should total 100. Normally no single area should be more than 80 percent. The weighting assigned should reflect the applicant’s academic classification (Research Active, Teaching Focused or Research Intensive) and their current work profile. The Head of School/Director of Institute (or equivalent) will be asked to confirm the weighting. Where there has been a substantial change in work profile, during the period relevant to the promotion application, this should be clarified in the body of the application.

When to apply

Normally a call for applications will be made in February of each year with information sessions held in February-March. All staff will be informed about the closing date, and given a minimum of six (6) weeks within which to submit their application.

Applicants who have sought promotion in the round immediately preceding the current round, should carefully consider, in conjunction with their supervisor, whether their claim for promotion has significantly improved before lodging a subsequent application. Where an applicant in these circumstances chooses to lodge an application, he or she must ensure that the new application clearly indicates the ways in which the claim for promotion has been strengthened since the last application. Applicants must ensure that they address any recommendations made by the Academic Promotions Committee in relation to their previous application.

How to apply

Applicants must discuss their intent to apply with their Head of School, Director of Centre/Institute or academic supervisor before submitting an application for promotion.

Applications must be made using the appropriate application form and follow the instructions on the form.

The applicant should forward the completed application in hard copy and electronic, scanned format to the Head of School, Director of Centre/Institute so that he or she may provide the required written commentary. The applicant should also forward the application in hard copy and electronic, scanned
format to the Secretary to the Academic Promotions Committees. The applicant should forward an electronic, scanned copy of the completed application to the relevant Pro Vice-Chancellor.

School and Faculty reports to be provided

The following reports must be provided to the Secretary to the Academic Staff Promotions Committee by School and Faculty staff members:

- Head of School/Director;
- One (1) or more senior academic staff members with knowledge of the discipline or specialist area. A single, combined report should be provided if there is more than one professor/appropriate senior person to be consulted; and
- Faculty Pro Vice-Chancellor.

The reports must be sighted and signed by the applicant.

The applicant may write to the Chair of the Promotions Committee if s/he wishes to respond to the comments made in these reports.

These reports will not be provided to the Assessors during the promotions process.

Submission of application for promotion

One (1) hard copy and one (1) electronic copy of the application must be provided to the Secretary to the Academic Promotions Committees. One (1) hard copy and one electronic copy of the application should be provided to the Head of School/Director of Centre/Institute. One (1) electronic copy of the application should be provided to the Pro Vice-Chancellor.

Receipt of applications will be acknowledged in writing.

In cases where the application is not complete a request for further material from applicants may be made.

In exceptional circumstances, with the staff member’s consent and approval of the Deputy Vice-Chancellor, a Head of School may submit an application on behalf of a staff member.

Evidence to support an application for promotion

Applicants provide evidence of achievement in each area that forms part of their specific case for promotion. The Committee will make an assessment based on the overall case.

Indicative levels of performance, achievement and preparation appropriate at each Level of appointment in each of the five (5) areas are provided in the Academic Promotions Evidence Matrix. Applicants may cite other examples to demonstrate their performance and achievement. Applicants should take care to elaborate their achievements in each relevant area, and must provide supporting evidence for any claims made in their application. The Committee will not consider claims that are not supported by clearly identified evidence in the application.

University training requirements for applicants

Satisfactory completion of:

- Any staff development or training programs required by the University as preparation for teaching, research supervision, management and leadership roles. Relevant programs will be aligned to roles
but would normally reflect provisions in the University’s Enterprise Bargaining Agreement and/or staff PDRS.

**Equal opportunity and conflict of interest**

Applicants and Academic Promotions Committee (APC) members should bring to the attention of the Chair of the Academic Promotions Committee any instances where they believe that a conflict of interest, discrimination or bias may affect the assessment of applications.

**Confidentiality of applications**

All staff involved in academic promotions will maintain complete confidentiality regarding committee deliberations and outcomes during the application round. Feedback will be provided, as appropriate, to applicants at the conclusion of each round. Successful applicants will be announced by the Office of the Vice-Chancellor at the conclusion each round.

**Assessment of application**

The Academic Promotions Committee will base its decisions on the material provided in the application, and will not take into consideration information that is known to the Committee, but which is not referred to and supported with evidence in the application.

Staff on fractional or joint appointments, and those whose career paths have been interrupted or delayed due to significant periods of leave for caring responsibilities, illness or other non-work related reasons, should advise the Committee of these circumstances so that their applications may be assessed in terms of what they have achieved, and in particular the quality of that achievement, in relation to the opportunities available.

Disciplinary differences will be taken into account and, wherever possible, the Committee will use disciplinary norms when assessing applications. If there are matters that require clarification, additional information may be sought from the Head of School or other appropriate senior person with knowledge of that particular discipline or specialist area.

**Membership of Academic Promotions Committees**

For promotion to Level B and Level C the Academic Promotions Committee has the following membership:

- Deputy Vice-Chancellor (Chair);
- Pro Vice-Chancellor, Academic;
- Pro Vice-Chancellor, Indigenous Leadership;
- Pro Vice-Chancellor, Faculty of Engineering, Health, Science and the Environment;
- Pro Vice-Chancellor, Faculty of Law, Education, Business and Arts;
- Pro Vice-Chancellor, Vocational Education and Training; and
- Three (3) members of academic staff, at least at academic level D in the case of Higher Education staff or level C in the case of VET staff. Either one each elected from the three faculties; or three appointed by the Vice-Chancellor; or elected by Academic Board.

For promotion to Level D and E the Academic Promotions Committee has the following membership:

- Vice-Chancellor (Chair);
- Deputy Vice-Chancellor;
- Pro Vice-Chancellor, Indigenous Leadership;
• Chair Academic Board; and
• Two (2) additional senior external persons with relevant experience and qualifications, nominated by the Vice-Chancellor.

A representative of the University Equity Committee will attend meetings with observer status.

Terms of Reference of Academic Promotions Committees

The Vice-Chancellor will appoint the Academic Promotions Committees.

Where exigencies so require, the Vice-Chancellor is entitled to co-opt to either Committee other appropriately qualified persons in lieu of or in addition to designated members. Relevant exigencies may include absence or illness of a designated member; change of position titles; unresolvable conflict of interest; the desirability of ensuring sufficient Committee familiarity with University Core Business areas; the desirability of ensuring adequate gender representation on the Committee etc.

The Vice-Chancellor is responsible for approving, or not approving, the recommendations of the Academic Promotions Committee.

Feedback will be provided where the Committee believes that the Assessor’s reports and the Committee’s deliberations (whether positive or negative) could be useful for the further development of the applicant’s career.

The aggregate outcomes of Academic Promotion Committee will be reported to Academic Board and to Council following approval by the Vice-Chancellor.

Effective date of promotion

Applicants will be advised in writing of a successful promotion outcome and the date from which the promotion will take effect.

Promotion will be effective from the first full pay period commencing on or after the date of the approval of Academic Promotions Committee recommendations by the Vice-Chancellor.

Salary point

All promotions will be to the first salary point of the level to which the applicant is promoted.

Unsuccessful applicants

Following the Vice-Chancellor’s approval of the Academic Promotions Committee recommendations, the committee Secretary will advise unsuccessful applicants in writing. In doing so, the Secretary will also advise the applicant that they may seek a meeting with the Chair of the Academic Promotions Committee to discuss the outcome of their promotion application.

The Head of School and/or Pro Vice-Chancellor will also meet with each unsuccessful applicant to provide information that would be useful for the future guidance of the applicant. Meetings for this purpose will take place as soon as possible after the Vice-Chancellor has accepted the Committee’s recommendations. In meeting with unsuccessful applicants Heads of School and/or Pro Vice-Chancellor’s should consider strategies to support and encourage unsuccessful applicants, including such things as:

• Identifying an academic mentor who can assist the staff member to improve their promotion prospects;
• Identifying staff development or training opportunities that will address weaknesses in the application;
• Ensuring that allocated workloads create adequate opportunities for the staff member to develop excellence in their area/s of focus; and
• Where appropriate, encouraging and providing support for additional research and/or professional opportunities.

The Academic Promotions Committee will prepare brief comments that may be used for the purpose of counselling and the further development of the applicant’s career.

These may include Assessor’s reports if explicitly agreed by the Assessor and the Committee’s deliberations.

Unsuccessful applicants must ensure they have new and relevant information and evidence to support a new application before re-applying.

Review of decision of Academic Promotions Committee

Applicants not recommended for promotion may seek a meeting with the Chair of the Academic Promotions Committee to discuss the outcome of their promotion applications. The Chair may request the member of the Academic Promotions Committee with the closest disciplinary background to participate in such a meeting.

At the discretion of the Chair, an unsuccessful application for promotion may be referred back to the Academic Promotions Committee where it can be demonstrated that:

• Relevant information of a significant nature submitted as part of the application had been overlooked or misinterpreted; or
• Clear evidence of a significant procedural irregularity occurred.

If an Applicant has exhausted the above provisions, an Appeal Committee will be constituted as necessary under the Chair of the Deputy Chancellor.

Responsibilities of applicants

Applicants must:

• Be familiar with the promotions procedures and the relevant Academic Staff Position Classifiers and make application in accordance with this document, the Policy, and the instructions provided with the application form;
• Identify potential Referees in accordance with the criteria set out under the section below entitled Referees and Assessors;
• Ensure that the application is completed fully and accurately;
• Discuss their intention to apply for promotion with their supervisor, Head of School, Director of Centre/Institute, and provide that person with original evidence of awards, recognition and results of evaluation of teaching which are to be used in the application;
• Bring to the attention of the Committee, as part of the application, any information related to career interruptions;
• Sight the comments of the Head of School, professor(s) of discipline/senior members of the discipline and Pro Vice-Chancellor, and sign to indicate that these have been sighted;
• Write to the Chair of the Academic Promotions Committee if they wish to respond to comments by the Head of School, professor(s) of discipline/senior members of the discipline or Pro Vice-Chancellor;
• Bring to the attention of the Chair of the Academic Promotions Committee, through the committee Secretary, any matters which they believe might affect the fair and objective assessment of their applications; and
• Be contactable throughout the promotion process.

**Responsibilities of Supervisors, Heads of School, Directors**

The Supervisor, Head of School, Director must:

• Be familiar with the relevant Academic Staff Position Classifiers and policies
• Identify qualified staff and encourage applications;
• Offer well-informed and current advice to staff seeking promotion; and
• Identify potential Assessors in accordance with the criteria set out under the section below entitled Referees and Assessors;
• In consultation with the applicant’s supervisor if that is someone else, provide written confirmation of the applicant’s performance in each area against his or her Level, agreed workload allocation and type of appointment. In particular this report should indicate whether the annual performance goals as identified in the PDRS have been met, and should confirm the accuracy of the application;
• Submit a written evaluation from the relevant senior member/s of the discipline in relation, including the quality of scholarly publications and research, and contributions to the curriculum;
• Encourage applicants to seek evaluations/peer review from those with expertise in Learning and Teaching (e.g. OLT, Associate Deans L&T, VET Team Leaders) where the case relies heavily on excellence in curriculum, Learning and Teaching;
• Provide timely additional information to the Committee in cases requiring clarification or additional information about a particular discipline or specialist area;
• Make recommendations and offer comments for the Committee about how well the applicant meets the criteria, and specify whether they support the application;
• Discuss with the Chair of the Academic Promotions Committee and the Pro Vice-Chancellor the reasons why an unsuccessful applicant was unsuccessful; and
• Together with the Pro Vice-Chancellor, provide advice and assistance for unsuccessful applicants aimed at overcoming the reason/s for their lack of success.

**Responsibilities of the Pro Vice-Chancellor**

The Pro Vice-Chancellor must:

• Be familiar with the relevant Academic Staff Position Classifiers and policies;
• Identify and encourage appropriately qualified staff in their faculties to make applications for academic promotion;
• Ensure parity of opportunity for female and Indigenous staff to apply for academic promotion;
• Provide a report on each applicant to the Academic Promotions Committee, based on the recommendation of the Head of Schools, Director of Research Centre/Institute and on the Pro Vice-Chancellor’s personal knowledge of the applicant where appropriate;
• Make recommendations and offer comments for the Academic Promotions Committee for each applicant seeking promotion;
• Specify whether or not the Pro Vice-Chancellor supports the application for promotion;
• Discuss with the Chair of the Academic Promotions Committee and the Head of School the reasons why an applicant was unsuccessful; and
• In consultation with the Head of School, identify strategies to provide support and encouragement for unsuccessful applicants aimed at overcoming the reason/s for the applicant’s lack of success.
Responsibilities of the Academic Promotions Committees

- Be familiar with the relevant Academic Staff Position Classifiers and policies;
- Assess applications for promotion against the criteria for promotion contained in the Policy;
- Consider applications in light of the Academic Staff Position Classifiers for the level to which each applicant is applying, and the demonstrated capacity of the applicant to perform the duties and responsibilities as outlined for that level;
- Seek clear evidence of sustained and high level contributions to those areas nominated by an applicant;
- Select appropriate Assessors based on the Head of School’s and the applicant’s nominations, and the area/s of excellence on which the application is based;
- Make a judgment about the application for promotion in the relevant areas of Learning and Teaching; Research and scholarly activity; Indigenous related activity; Community Engagement; Business development/professional consultancy/industry links make an objective assessment of each application that is free of conflict of interest, discrimination or bias;
- Recommend to the Vice-Chancellor whether or not an applicant should be promoted; and
- Provide feedback on applications as appropriate.

Responsibilities of Academic Promotions Committee Secretary

- To arrange information sessions prior to the Promotions round;
- Respond to enquiries and receive applications and related documentation;
- Follow up with relevant parties (applicants and/or supervisors, Head of Schools, Director of Research Centre/Institute, Pro Vice-Chancellor’s) to gain any incomplete documentation;
- Collate and make available to the Committee the relevant documentation in a timely fashion;
- Contact and follow up Assessors;
- Keep accurate records of Promotions Procedures and outcomes; and
- Draft letters to the applicants communicating the Promotion outcome for consideration of the Chair.

Academic Promotions Committee deliberations

Upon receipt of applications, the Academic Promotions Committee shall review for each applicant:

- The application;
- The comments/recommendation of the Head of School or Director of Research Centre/Institute;
- The comments/recommendations of the senior academic staff in the discipline area; and
- The comments/recommendation of the Faculty Pro Vice-Chancellor.

The Committee shall then decide whether a prima facie case for promotion has been established.

Upon receipt of the Referee and Assessor reports, the committee will reconsider the application and decide whether the applicant has met the criteria for promotion.

Committees may choose to interview applicants as part of the deliberation process.

Referees and Assessors

Applicants are asked to nominate two appropriate referees for promotion to Level B or C, or three referees, one of whom should have international academic standing, for Level D or E, who could be asked to assess claims of excellence made in the application in relation to Learning and Teaching; Research and scholarly activity; Indigenous related activity; Community Engagement; Business development/professional
consultancy/industry links. Where there may be a conflict of interest, the nature of the relationship and potential conflict of interest must be declared. Reports provided will then be assessed taking into account the context.

The Head of School is also required to provide the names of three potential Assessors for promotion to Level B or C, or four Assessors for Level D or E, one of whom should be of international standing, and to comment on the suitability of the applicant’s nominated Referees. Assessors should be external to the University.

Referees and Assessors normally should be at least at the level to which the applicant is applying, and preferably higher.

The Assessor does not act as a Referee but, rather, as an expert in the field able to offer the Academic Promotions Committee a balanced and confidential assessment of the merits of the particular application according to the stated criteria. Assessors will also provide, if possible, an indication of the applicant’s standing in the field or area of activity. Assessors should preferably be persons of eminence who may or may not be known personally to the applicant but who are aware of the applicant’s activities in the areas on which the application is based and, normally, with whom the applicant has not collaborated or published.

While the Committee will use the Head of School’s list for guidance, it may take advice from elsewhere when selecting its Assessors. The Committee will make the final decision regarding the choice of assessors and applicants will not be informed of their names.

Applicants may wish to consult with the Chair of the Academic Promotions Committee if they have any concerns about the possible choice of assessors by the Head of School.

**Information Sessions**

Information sessions about promotion will be conducted at least once a year.

**Fast track promotions – exceptional circumstances**

In exceptional circumstances, and when the Vice-Chancellor believes it to be an appropriate mechanism in support the University’s strategic goals, an application for promotion may be considered outside of the normal promotions schedule.

The criteria for fast-track applications will be consistent with the standards expected for promotion through the normal promotions round.

A Pro Vice-Chancellor may submit to the Vice-Chancellor a recommendation that a staff member be considered for fast-track promotion. Documentation submitted by the Pro Vice-Chancellor should include:

- An up-to-date curriculum vitae for the staff member;
- A statement prepared by the staff member providing evidence of his/her contributions to or achievements in the relevant areas;
- A statement by the Pro Vice-Chancellor detailing the exceptional circumstances which would warrant fast-track assessment (including evidence of an offer to the staff member from another University if this is the basis for the case, and the date by which the applicant must respond to the offer);
- The significance of the staff member’s contributions in terms of meeting the University’s strategic or operational goals;
• An assessment of the staff member’s profile and contributions against the criteria for promotion to that level; and
• A list of four assessors nominated by the Pro Vice-Chancellor in consultation with the professor or other appropriate senior person with knowledge of the particular discipline or area. The Pro Vice-Chancellor should ascertain before putting forward the names of the assessors whether they would be willing/available to provide reports at short notice if so requested.

The Pro Vice-Chancellor should forward all the above documentation in electronic form to the committee Secretary at the same time as the submission is made to the Vice-Chancellor.

The Vice-Chancellor will advise the committee Secretary of his recommendation. The committee Secretary will ensure the relevant Promotions Committee considers the application as soon as practicable through an out of session meeting.

**ESSENTIAL SUPPORTING INFORMATION**

**Internal**

Charles Darwin University and Union Enterprise Agreement

Code of Conduct

Equal Opportunity Policy

Gender Equity in Science Policy

Human Resources Policy

Indigenous Employment Policy

Teaching and Teaching Scholarship at Charles Darwin University

Research Active Staff Definition at Charles Darwin University

Performance Relative to Opportunity Guidelines

**External**

Anti-Discrimination Act 1992 (NT)

Anti-Discrimination Regulations 1995 (NT)

ARC Research Opportunity and Performance Evidence Statement 2014 (Commonwealth)

Human Rights and Equal Opportunity Commission Act 1986 (Commonwealth)

NHMRC Administering Institution Policy 2015 (Commonwealth)

Workplace Gender Equality Act 2012 (Commonwealth)
## Document History and Version Control

<table>
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<th>Version</th>
<th>Date Approved</th>
<th>Approved by</th>
<th>Brief Description</th>
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<tr>
<td>1.00</td>
<td>9 Jun 2005</td>
<td>Vice-Chancellor</td>
<td>Creation of original document and upload to CDU website.</td>
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<td>2.00</td>
<td>22 Jun 2006</td>
<td>Vice-Chancellor</td>
<td>VET to VET. Numbering consistency. Application – amend dates. No. 15 Community and Access update. Stage G 3.3 reporting – Dean or nominee. Stage H No 2. Clarification of assessors levels No 2.6 Commitment to participation by assessors. Stage K Informing outcome to unsuccessful applicant’s process.</td>
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<td>2.01</td>
<td>20 Oct 2007</td>
<td>Director, People Management and Development</td>
<td>Stage D – Clause 1 add….including the completion of the Graduate Certificate in Education (or equivalent).</td>
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<td>26 Mar 2007</td>
<td>Vice-Chancellor</td>
<td>General Information – Change to committee formation. Stage D (Experience or Achievement in Teaching and Learning) Changes to criterion indicators. Stage D (Achievement in Research &amp; Scholarship) Changes to criterion indicators. Stage D (Achievement in Business Development, Professional Consultancy and Industry Links) Changes to criterion indicators. Stage D (Community &amp; Access) Changes to criterion indicators. Stage D (Corporate Service) Changes to criterion indicators. Stage G (Regional Centre Staff) Clause 3 add ..... and/or predominately delivering in.... Clause 3.2 change to persons that are to provide required information. Stage J Consideration of Applications add Clause 4.</td>
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<td>21 Nov 2007</td>
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<td>Principles. Third paragraph...‘and evidence their claims’. Stage C Submission of Applications. Clause 1 insert ‘with such evidence being in the form of third party recognition’. Stage D Experience or Achievement in Teaching and Learning. Clause 6 insert ‘together with third party recognition’. Research and Scholarship...insert note advising applicants that to obtain promotion beyond level B an applicant needs a PhD.</td>
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<td>20 Aug 2008</td>
<td>Vice-Chancellor</td>
<td>‘Stage’ has been changed to ‘Section’ in the headers in line with other processes. Performance and Capability Manager – PMD. Dean – Dean/Director VET. Director, Regional and Remote – Director, RemoteLink. Section C (Criteria for demonstrated merit) “Achievement in Research and Scholarship” – “Achievement in Research, Research Scholarship or Teaching Scholarship”. (Achievement in Research, Research Scholarship or Teaching Scholarship.) Inserted examples of teaching scholarships. Section C (Criteria for demonstrated merit) “either” and “or” added to Level B/Category II VET and Level C/Category III VET. Updated and reviewed wording, layout and visios. Appeals process reduced.</td>
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<td>8 Jan 2010</td>
<td>Vice-Chancellor</td>
<td>Changes to the membership of the Promotions Committee to reflect changes to the senior management structure, and for more senior appointments, the inclusion of two senior external members. Linked with the inclusion of external members of the Promotion Committee a removal for senior appointments of the requirement to nominate assessors. For more junior appointments a reduction in the requirement for assessor reports and the number of assessors to be nominated per applicant to one and three respectively. Changes to the membership of the Promotions Appeal Panel including the addition of an external member. A range of minor editorial changes.</td>
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<td>6.00</td>
<td>21 Jun 2010</td>
<td>Vice-Chancellor</td>
<td>• Addition Pg. 4: In exceptional circumstances the Vice Chancellor, on advice from the Senior Deputy Vice-Chancellor has the discretion to initiate an application for promotion on behalf of a staff member. In such cases a case for promotion of the staff member will be developed by the Senior Deputy Vice-Chancellor in consultation with relevant CDU staff members in a format that addresses criteria for Demonstrated Merit section, and include a curriculum vitae. • Addition Pg. 9: In the exceptional cases where an application is made on behalf of a candidate the Director VET or relevant PVC will provide a confidential report on the merit of the case for promotion after considering the documentation prepared by the Senior Deputy Vice-Chancellor • Addition Pg11: by or on behalf of. • Changed process to procedure and moved to new template.</td>
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<td>Changed teaching and learning to learning and teaching to reflect title change.</td>
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<td>18 Oct 2012</td>
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