

Head of School Guidance – Frequently Asked Questions

I have received an application, what do I do and by when?

You must complete the Head of School Statement and submit the application on the applicant's behalf. In the statement you should detail whether you support the application, providing detailed justification for your position. Please refer to [timetable](#) for closing date.

A colleague who is applying for promotion has more than one post with the University. What should I do?

If the colleague only wants to apply for promotion on one post, they should simply select the appropriate post when they create a form on the AP portal.

If they want to apply for promotion on more than one post, they should contact the College Head of People and Organisational Development for advice. The HoPOD will consider the best route through the promotion process based on several factors such as grade and track.

There are two possible options.

1. The colleague will be advised to apply using the 'apply under all appointments' option on the AP portal. This will mean they complete one form, and it covers all appointments.
2. They will be advised to apply under their substantive post on the AP portal, and they will be required to submit a second application using a Word version of the form, out with the AP Portal.

If the latter is advised, the applicant will email their application to you, so that the HoS statement can be added. **The HoS is then responsible for the final submission by emailing the Word application to hr-ppr@glasgow.ac.uk by the published deadline.**

I don't support the application, what do I do?

You should meet with the applicant to discuss with them why you feel that you cannot support their application and provide them with a justification on your position.

You may wish to discuss with the applicant if it is perhaps best to wait until a later date. It is worth highlighting that should they wish to continue, and they are unsuccessful, they will not be able to reapply in the following year without the support of their Vice Principal & Head of College.

If the applicant still wishes to proceed you are still required to complete the Head of School Statement and submit the application form providing feedback in line with the view shared with the applicant.

One of my employees has not made an application, but I believe that they should, can I do one on their behalf?

No, but you may wish to encourage the respective employee to apply providing clear rationale as to why they should, however, the decision to apply is that of the applicant.

Ideally this should be discussed as part of the Personal Development Review.

After discussion with the applicant, I recommend that the HESA category and corresponding Russell Group Benchmarks they are assessed against should be changed. Is this possible?

Yes, this may be appropriate by exception. The Head of School can approve for an applicant to be assessed against a different HESA category and corresponding Russell Group benchmarks than those assigned to them. This may be influenced by the nature of any specific subject discipline e.g. Clinical Medicine in preference to Biosciences related data. Where such a change is recommended by the HoS, they should confirm the change, along with detailed rationale for the change, in their HoS statement.

Once I have completed the Head of School Statement, what happens?

Once you have completed this section you will be responsible for submitting the application by the published deadline. You will also have the option as to whether you wish to share your statement with the applicant.

Both you and the applicant will receive an automatic confirmation of submission from the system.

I have received an application for a Professor, is there a different process for me to follow?

In the case of professorial promotion applications, the Head of School is required to consult with, and have their commentary informed by, key Professors within the relevant subject discipline. It should be made clear to those involved in the consultation that an objective view is being sought of the applicant's portfolio of activity and track record of performance relative to the promotion criteria. It is recognised that the value of the feedback gained through this process may vary because of a range of factors including the extent to which Professors engage with the process. For this reason, while the feedback may be helpful in shaping the view of the Head of School, it should inform and not be the determinant of that view. Nevertheless, the statement from the Head of School should provide commentary on the range of views expressed and should list the professors with whom there has been consultation. Please refer to the promotions policy for further guidance.

I need to enlist support from specific senior colleagues to complete my HoS statement. Is that permitted?

Yes, it is recognised that particularly in larger Schools, it may be appropriate for the Head of School to enlist the support of key Senior academic staff to inform and/or write significant elements of their statement to ensure accurate and informed commentary. Where this has been the case, the Head of School should document which staff member(s) were consulted or contributed to writing their statement in the relevant part of the HoS statement. The Head of School remains accountable for the content of their statement.

One of my direct reports has been unsuccessful, what support/feedback will they receive?

The applicant's outcome letter will only provide the outcome of the College Promotion Committee/Board of Review and it will refer the applicant to you as Head of School for further feedback and support.

Is there any managerial training to support providing difficult feedback?

Heads of School should consult with College People & OD and Vice Principal and Head of College if concerned about providing feedback. You can also browse the full suite of Organisational Development courses at, which includes short courses on managing difficult conversations. <https://www.gla.ac.uk/myglasgow/humanresources/organisationaldevelopment/>