

Appointment and promotion criteria for leaders of research and technology-based programs at academic level D and E

This document sets out the criteria that must be addressed for **appointment and promotion** for leaders of research and technology-based programs at academic level D and E.

It is acknowledged that each candidate for appointment and promotion will have differing strengths and experiences. To be eligible for promotion or appointment, it is expected that, on balance, candidates meet criteria within each of the four accountability areas below. The criteria are not exhaustive, nor are they intended to be a checklist of what a candidate needs to have achieved to be appointed or promoted.

Achievement relative to opportunity

The principle of 'assessing achievement relative to opportunity' applies when assessing applications for appointment, and promotion. The Institute recognises that a range of personal circumstances and working arrangements can affect career achievements and progression. Relevant circumstances can include disruptions caused by parental leave, major illness/injury, carer responsibilities, disability, personal trauma, experience of workplace harassment / bullying / discrimination, periods of part-time work, country relocation, natural disasters and global health issues such as the COVID-19 pandemic. Assessing achievement relative to opportunity gives consideration to the overall time or opportunity available to the candidate. This in turn allows appropriate evaluation of achievements in relation to:

- the quantum or rate of productivity;
- the opportunity to participate in certain types of activities; and
- the consistency of activities or output over the period of consideration.

Achievement relative to opportunity is a positive acknowledgement of what a candidate can and has achieved given the opportunities and time available.

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1. Scientific research

Assessment Criteria:

Leadership of a research and/or technology-based program that aligns with the division, theme and/or Institute priorities, is collaborative, with a track record of outcomes and impacts relevant to human health. Outcomes/impacts may include:

- new knowledge and influential publications indicated by above average impact and/or influence, **AND/OR**
- introduction and above average uptake of tools, software, methods etc **AND/OR**
- establishment/running of advanced technology platform **AND/OR**
- engagement (direct personal involvement arising from individual research/technology profile, expertise or reputation) in:
 - clinical research/trials or translation, underway or complete **AND/OR**
 - commercial translation/development that adds value to the Institute (e.g. IP generated, patents granted, collaborative agreement with industry partner, fostered industry relationships, entrepreneurial activity such as leading role [founder, chief scientific officer/advisor, board member] in the formation of a start-up or spinout company) **AND/OR**
 - research has led to changed clinical practice **and/or** significant commercial return **AND/OR**
- effective collaboration and contribution to the work of others, mindful of diversity and inclusion. Measures may include co-publications, co-supervision of staff and/or students, collaborative research funding etc **AND/OR**
- Peer acknowledgement and profile e.g. prizes/awards, recognition of expertise etc.

Expectations:

- **Academic Level D:** Leadership in collaborative research programs. Highly influential and notable research outcomes and clear potential for landmark future contributions. Significant national and emerging international peer-recognised profile.
- **Academic Level E:** Leadership in collaborative research programs and creation of collaborative opportunities for others. Highly influential outcomes and landmark contributions. Significant international peer-recognised profile.

2. People development and management

Assessment Criteria:

Demonstrated ability to recruit, train and mentor staff and students, sensitive to diverse career pathways and consistent with Institute policies on diversity and inclusion, including that of women, Aboriginal and Torres Strait Islander peoples, and other underrepresented groups. Measures may include:

- Demonstrated ability to recruit, train and build a sustainable, productive and diverse research and/or technology-based program team **AND**
- Where students are part of the team, maintenance of up to date student supervision and PhD committee chair training and active engagement with students to manage candidature meetings, milestones and WEHI and University student policies **AND**
- Active engagement and participation in career planning and development (CPD) activities for self and team with all having a CPD plan in place. Evidence of active mentoring and the creation of opportunities for team members, including, where appropriate, entrepreneurial and commercial initiatives, clinical engagement etc.

Expectations:

- **Academic Level D:** Highly effective people management within individual's team and active and leadership contributions within the Division.
- **Academic Level E:** Highly effective people management within individual's team and active and leadership contributions within the Division and broader Institute.

3. Resources and planning

Assessment Criteria:

Demonstrated capacity to fund and sustain research and/or technology-based program. Measures include:

- Consistent record of funding to support research and/or technology-based program and of managing finances in line with budget **AND**
- A credible plan to fund the research and/or technology-based program for the following five years **AND**
- Demonstrated encouragement of team members, where appropriate, to explore funding opportunities with assistance and oversight of preparation of applications, particularly those facing barriers to funding opportunities (e.g. career stage, career disruption, underrepresented groups).

Expectations:

- **Academic Level D:**
 - Consistent record of funding to support own research and/or technology-based program, including, where appropriate, inclusion of team members. Managing finances in line with budget. Contributions to Institute research funding programs beyond the individual research and/or technology-based program. A credible plan to fund own research and/or technology-based program for the following five years including a vision for contributions to Institute research funding programs with benefit at an Institute level.
- **Academic Level E:**
 - Consistent record of funding to support own research and/or technology-based program, including, where appropriate, inclusion of team members. Managing finances in line with budget. Contributions to funding programs with benefit at an Institute level. A credible plan to fund own research and/or technology-based program for the following five years and vision for contributions supporting broader Institute research funding.

4. Institute culture

Assessment Criteria:

Leadership contributions to research management beyond individual research and/or technology-based program. Adherence to, and demonstrable modelling of, the Institute's values and behaviours. Measures include:

- demonstrable commitment to a positive, diverse and inclusive workplace culture **AND**
- evidence of attendance at training and development programs designed to support a positive, diverse and inclusive workplace culture **AND**
- contribution to, and encouragement of others to participate in laboratory, division, Institute and/or other seminar programs **AND**
- additional contributions (two or more) that may include:
 - contribution to Institute's management through active participation on committees and/or contribution to Institute research and professional policies **AND/OR**
 - professional contributions to local/national/international scientific/professional community (e.g. peer review of grants and journal articles, contributing to the development of policy, standard of practice etc) **AND/OR**

- ongoing broader public contribution to science, medicine and society beyond research (e.g. outreach, education, community and consumer engagement, science communication) **AND/OR**
- special contribution to the diversity and culture of the Institute in promoting diversity and inclusion of women, Aboriginal and Torres Strait Islander people, and other underrepresented groups **AND/OR**
- special contribution to the promotion of clinical/commercial/entrepreneurial activities and opportunities.

Expectations:

- **Academic Level D:** Leadership contributions to Institute culture with profile beyond own research and/or technology-based program. Professional contributions with national reach and with emerging leadership roles.
- **Academic Level E:** Leadership contributions to Institute culture with Institute-level profile. Leadership professional contributions with national/international reach.