

Queen Mary HREiR / RD Concordat Implementation Action plan – 2024-2027  
Appendix 2 - Forward Facing Action Plan

Details

Institution name:	Queen Mary University of London
Cohort number:	4
Date of submission:	27 January 2024

The institutional audience\* for this action plan includes:

Audience	Number of	Comments
Postdoctoral Research Staff (Postdocs) and Research Fellows  These researchers are the principal beneficiaries of the RD Concordat	643	Informed from HR systems, July 2023, on research contracts, grades 4-7, with doctoral qualifications. Includes 74 early-career clinical researchers (ECCRs; C13, C32, C33 grades).
Academic Research and teaching staff*  This group includes Managers of Researchers who are also a key audience of the RD Concordat	1240	Informed from HR systems (May 2023), cross referenced with HESA data. Includes 164 clinical researchers.
Teaching-only staff*	238	Research active staff who are primarily contracted to teach
Clinicians*	332	Includes 74 ECCRs +73 postdocs/fellows + 164 academic staff

\*These groups are not all direct beneficiaries of the RD Concordat. More junior academic staff and clinical academics both benefit through access to the same programmes as postdocs and managers of researchers.

<b>Institutional context:</b>	Queen Mary University of London is organised into three Faculties: Medicine and Dentistry (FMD), Humanities and Social Sciences (HSS), and Science and Engineering (S&E), that are further sub-divided into 19 Schools and Institutes, plus two additional research institutes for a total of 21, located across five research campuses. As a multidisciplinary research-intensive institution with approximately 643 postdocs and research fellows, providing our researchers with world-class support and a research environment that enables them to flourish, are two of the three pillars of <a href="#">Queen Mary's Strategy 2030</a> . Queen Mary has held the <a href="#">HR Excellence in Research Award</a> (HREiR) since 2012, marking 12 years in championing, and implementing The Researcher Development (RD) Concordat's principles. Queen Mary became a Concordat <a href="#">Signatory</a> in 2021, reaffirming our commitment to our researchers. The <a href="#">RD Concordat Implementation Group (RDCIG)</a> has representation from two postdoctoral researchers and one member of academic staff (managers of researchers) from all Faculties, as well as the Executive Officer Research and Innovation, the Faculty Strategic Research Managers (FSRM), and representation from Human Resources (HR), Equality Diversity and Inclusion (EDI), and the Research Culture (RC) teams. Our interim Concordat Champion is Prof Andrew Livingstone (VP Research & Innovation). The group is chaired, managed, and supported by the RD/QMA in the Queen Mary Academy.
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<b>Colour Code:</b>	Concordat Obligation not actioned or reported-on	NEW Action	Action is Complete	Action is partially complete, with follow-on or new actions	Action in progress or ongoing (waiting for progress update)	Action stalled
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Aims from AP2022 are numbered 1-10. Additional Actions (completed before Dec 23) are labelled A-F. New Actions from AP2024 are numbered 1-23.

Complete for submission								To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)	
<b>Environment and Culture</b>										
<b>Awareness and engagement</b>										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
EC11	Ensure all relevant staff are aware of the Concordat.	Not actioned in this plan								
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<b>AP2024 – Action 8 - For HSS to improve communication to their postdoctoral researchers around HR processes</b> like promotion and redundancy processes in a way that is timely but also sensitive.  A: initial strategy sessions with HR to take place B: Solution identified and planned C: Solution rolled out as part of HSS ECR support provision.	<b>NEW</b>	A: December 2023  B: April/ May 2024  C: September 2024  Success Measure: March 2025	HSS Faculty Research Strategic Managers (FSRM; in collaboration with HR)	<b>Impact:</b>  An improved awareness of HR policy and processes and how it applies to postdocs  <b>Success Measure:</b> CEDARS 25 responses from Q19 (knowledge of redundancy processes and promotions) to >50% from HSS respondents		From CEDARS 23, 30% of HSS postdocs agreed that promotion (career advancement) options were clear, and 19% agreed that redundancy processes were clear (Q19)		
EC16	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<b>AP2024 – Action 1: Deliver an annual Postdoc Conference, co-created with postdocs (with RD/QMA and RC)</b> as an opportunity to build a cross- and inter-disciplinary community, develop leadership skills, present, contribute to creating a positive and inclusive research culture, network and interact with other postdocs, discuss facets of postdoc culture and life, careers, and an opportunity to feedback to the leadership about their experience.	Follow-on from AP2022 – Aim 1	Event to run yearly in March/ April  Success Measure 1: to be measured yearly.  Success Measure 2: June/July yearly.  Success Measure 3: March 2024	A committee of postdocs assembled yearly, led by RD/QMA, with input from the Research Culture (RC) team	<b>Impact:</b>  Community building and networking opportunity for postdocs from across the university; leadership and event planning skills for postdocs; foster a positive and supportive research culture, and provide a space to discuss their experience; and a forum to engage senior		There is a mandate from postdocs to take this action, with 100% agreement that they would like an annual institutional event like the Conference (Conference Feedback from those who attended and those who registered but didn't attend) and 90% of postdocs in CEDARS 2023,		

				Success Measures 4 & 5: March/ April 2025		<p>leadership with their concerns.</p> <p><b>Success Measures</b></p> <p>1: diverse team of event organisers from all faculties  2: engagement of 100 postdocs  3: Postdocs send report to RIB  4. Maintain &gt;85% agreement that a yearly conference is an important institutional event in CEDARS  5. Maintain &gt;4 (out of 5) overall rating for the Conference in attendee feedback.  6. Increase in postdoc engagement with Research Culutre measured CEDARS Q 46.1 from baseline of 22%.</p>	<p>agreed similarly that that they would like to see an annual event for postdoc. It was also the top recommendation made to RIB in the recommendation paper from the first conference.</p> <p>Attendees scored the inaugural Postdoc Conference 4.5/5 in feedback surveys.</p>			
		<p><b>AP2024 – Action 3: The RC Team will Create a Research Culture Steering Group (RCSG) to embed research culture and its leadership firmly within Queen Mary. Reporting to RIB and the People, Culture and Inclusion Steering Group (PCI SG) it will comprise academic, research (postdoc), and Professional Services and technical staff from across Queen Mary.</b></p>	<b>NEW</b>	<p>M1: Consultation with Heads of School/ Institute January-March 2024.</p> <p><b>A &amp; B:</b> Rep's in place / first meeting / ToRs agreed in Autumn 2024</p>	RC	<p><b>Impact:</b></p> <p>Postdoc representation on RCSG will ensure postdoc voice is heard on culture matters and to feedback on institutional practice.</p> <p><b>Success measures A:</b> group in place with diverse and representative membership of the research community.</p> <p><b>B:</b> ToR developed and approved at</p>	<p>The RC team has identified three areas of initial focus, including improving researcher Data (Action 4) and enhancing local research cultures (Action 5), and will work with the RCSG to identify additional priorities. Will also work to develop representation at faculty and school/ institute level.</p>			

						first meeting (Autumn 2024).				
		<p><b>AP2024 – Action 4: Improved capturing and assessing of data to inform decision making.</b> We have identified the need for more robust data regarding our research community and ecosystem, including better identification of sectors of our research community (such as postdocs).</p>	<b>NEW</b>	<p><b>A:</b> Jan-Feb 2024</p> <p><b>B:</b> July-Aug 2024</p> <p><b>C:</b> During 2025/26 Academic year</p>	RC, RD, HR, EDI	<p><b>Impact:</b></p> <p>Develop a research culture dashboard, drawing upon EDI data and other additional indicators to inform decision making</p> <p><b>Success Measures/ Milestones:</b> <b>A:</b> beta dashboard launch <b>B:</b> Benchmark data internally and externally). <b>C:</b> Work with HR to create more nuanced filters for staff survey</p>				
ECR 1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	<p><b>AP2024 – Action 7: Create opportunities for S&amp;E postdocs to organise events to enable them to network &amp; socialise.</b> A: Establish a regular culture of events that are organised with researcher input. (e.g., a welcome evening, or seasonal events). B: Run first event by Summer 2024</p>	<b>NEW</b>	<p>A: Work is Ongoing Staff Survey and CEDARS run biennially, next is March-May 2025. B: Summer 2024</p>	S&E Culture working group lead	<p><b>Impact:</b></p> <p>To promote inclusivity and discussion leading to understanding and community amongst S&amp;E research staff.</p> <p><b>Success Measure A:</b> an annual 5% increase in reported sense of inclusion in CEDARS amongst S&amp;E postdocs and a similar 5% improvement in ONS wellbeing survey. <b>B:</b> engagement of min. 25% S&amp;E postdoc group (n=177) at first event.</p>	<p>Baseline data:</p> <p>CEDARS 23: 87% S&amp;E Postdocs felt included in their research environment.</p> <p>CEDARS ONS Wellbeing Questions: Q64.1 Satisfaction (38%), Q64.2 Happy (41%), Q64.4 Anxious (22%) values are proportion of responses &gt;7 (scale 1-10).</p>			
		<p><b>AP2024 – Action 5: Use the Enhancing Research</b></p>	<b>NEW</b>	<b>M1:</b> Dec 23	RC	<b>Impact:</b> research staff and				

		<p><b>Culture Funding from Research England to directly benefit researchers and support delivery of the Research Culture strategic priorities.</b> Examples include rolling out an <b>'Enhancing Research Cultures Fund'</b> award, funding projects that aim to support or embed the principles of a positive and inclusive research culture, and the postdoc engagement with Research Culture and the <b>'Carers Career Development Fund'</b>. Both of these will be open to researchers, technicians as well as research support colleagues.</p>		<p><b>M2:</b> Jan 23 <b>M3:</b> Jul 24 <b>M4:</b> Sept 24</p>		<p>managers to gain access to funds to support activity in support of positive research cultures and staff development.</p> <p><b>Milestones/ Success Measures:</b>  <b>1.</b> Call deadline  <b>2.</b> Money allocated and community empowered by positive and inclusive projects  <b>3.</b> Projects report their outcomes  <b>4.</b> RC and RD teams to review postdoc projects and plan future steps</p>				
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**Wellbeing and mental health**

The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.

ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Not actioned in this plan								
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Not actioned in this plan								
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Not actioned in this plan								
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Not actioned in this plan								

ECR 3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	<b>AP2024 – Action 2: Launch more formalised cohorts of the Postdoc Peer Support Programme (PPSP)</b> following the pilot as part of the relaunch of the Researcher Development provision for postdocs, creating cross-disciplinary groups of postdocs. M1: launch with 2 cohorts in 1 academic year M2: investigate the interest and capacity for further expansion in 2024/25 academic year	<b>NEW</b>	Milestone1 : July 2024  Success Measure: August 2024  B:September/ October 2024  Success Measure: August 2025	RD/QMA	<b>Impact:</b> Provide similar benefits to those seen in the pilot for a larger groups of postdocs by running training for and recruiting a minimum of 2 PPSP cohorts (up to 8 postdocs; 16 postdocs total) – 2.5-times the capacity of the trial.  <b>Success measure:</b> more than 75% feeding back that they would recommend the PPSP to a colleague (in feedback surveys)	The PPSP was piloted in 2022/23 with great success.  Feedback was all positive. Participants fed back about the improvements to their sense of wellbeing.			
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**Bullying and harassment**

The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.

ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	<b>AP2024 – Action 9: develop a new approach to handling bullying, harassment, and discrimination in FMD, that considers the issues raised by the Postdoc Conference</b>  Milestones: 1.FMD B&H report 2.ensuring effective communications and training policies 3.Develop institute-level B&H surveys and benchmarks 4.Senior encouragement of bystander training 5.Production of how-to videos	<b>NEW</b>	All Milestones: complete by September 2024  Success Measure: March/ April 2025	FMD Research Culture and Environment Committee (FRCEC)  FMD EDI Team	<b>Impact:</b> increase clarity, confidence, and transparency over the B&H and discrimination policy and processes.  <b>Success Measures:</b> 10% increase in postdoc response to awareness, confidence and trust in B&H, and discrimination reporting (Q47.1-3, Q48.1-3) in CEDARS 25  Use B&H surveys to develop benchmarks to report against in future rounds of action planning.	Baseline data: In CEDARS 23, about 59% of FMD postdocs and 83% FMD of academics were familiar with processes involved in reporting B&H, and 54% of postdocs and 65% of academics had confidence in these mechanisms in the FMD.			
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ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See Action 9 - ECI3								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	See Action 9 - ECI3								

**Equality, diversity and inclusion**

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Not actioned in this plan								
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	Not actioned in this plan								

**Research Integrity**

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

<p>ECI5 / ECM 2</p>	<p>Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.</p>	<p><b>Action 6: Better embed RI Training through the Epigeum platform across The University (see also Action 10),</b> making it available to researchers of all levels of seniority, and mandating it for all research-active staff.</p>	<p><b>NEW</b></p>	<p><b>M1:</b> April 2024 <b>M2:</b> April 2025 <b>SM:</b> March 2025</p>	<p>Research Integrity and Assurance Officer, JRMO</p>	<p><b>Impact:</b> Researchers will be trained on the highest standards of research integrity and professional conduct. Researchers will also have a better knowledge of and confidence with the reporting and investigation processes.</p> <p><b>Milestone 1:</b> RIB approval of new training policy with rollout within 6-months.</p> <p><b>Milestone 2:</b> Staff to have completed mandatory training</p> <p><b>Success Measure:</b> Improved engagement with RI training and Improved knowledge of and confidence with reporting systems on CEDARS 25</p>	<p>RI training for all research-active staff in HSS and S&amp;E (see also Action 10), through the Epigeum platform. Policy will include training for doctoral students during their enrolment and research staff upon induction and then once every three years.</p> <p>From CEDARS 25 (Q49), only 51% of postdocs report knowing of the reporting mechanisms, and 58% trust the institution to investigate and act on the matter.</p>			
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		<p><b>AP2024 – Action 10: Development of a New Faculty Research Integrity (RI) Policy with input from the FRCEC</b> which includes elements of data integrity and management, revision in RI policy and approach to training, new guidance on misconduct and whistle blowing processes.</p> <p>A: FMD Roll out of LabArchives e-lab books (for data integrity and management) and mandatory Epigium training (research integrity)</p> <p>B: Approval of broader Research Integrity Policy by Research Strategy Board and FMD Faculty Executive Board</p> <p>C: All existing staff to have completed Epigium RI training.</p> <p>D. Research Integrity Surgeries to be offered to all FMD Staff with FMD Dean for RI.</p>	<b>NEW</b>	<p>A: September 2023</p> <p>B: December 2023</p> <p>C: Success Measure 1: 01 March 2024</p> <p>Success Measure 2: April/ May 2025</p> <p>April/May 2027</p> <p>D. To commence October 2023</p>	<p>FMD Deputy Dean for Research Integrity, Institute Exec Boards and Institute Reps, reporting into VP Health Executive.</p>	<p><b>Impact:</b> Supporting a culture of integrity based on good governance, best practice, and support for researchers.</p> <p><b>Success Measure 1:</b> min 85% compliance amongst postdocs at the 3-month mark across all institutes, with follow-up check with quarterly reports</p> <p><b>Success Measure 2:</b> 10-15% increase for each run of CEDARS in postdoc and academic responses agreeing they are familiar (Q49.1); are comfortable reporting (Q49.2) and are trusting (Q49.3) of the reporting processes.</p>	<p>Epigium RI training policy implemented 01/09/23: All PhD students and new staff must complete training within 1 month of starting. All existing “research active” staff have 6-months. Refresher training required every 3 years.</p> <p>Baseline data: CEDARS 23 Q49.1 51% postdocs / 73% academics familiar with misconduct reporting mechanism; Q49.2 66% postdocs / 71% academics comfortable with reporting; Q49.3 trust QM to investigate and act on misconduct 62% postdocs/77% academics</p>			
ECM3	Ensure managers report and address incidents of poor research integrity.	See Actions 6,10 -ECI5 / ECM2								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See Actions 6,10 -ECI5 / ECM2								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of	See Actions 6,10 -ECI5 / ECM2								

	behaviour in relation to research misconduct.									
<b>Policy development</b>										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	<b>AP2024 – Action 12: HSS to circulate guidance to Schools around inclusion of ECRs in decision making committees</b> A: Survey of HSS Schools on ECR inclusion in committees B: Collaboration with RC team to produce guidance to on ECR inclusion in committees, fair and transparent appointment processes, and succession plans C: Schools to appoint ECR reps where none exists	NEW	A: Dec 2024 B: April/ May 2025 C: May 2026 D: March/ April 2027	HSS Dean for Research, HSS FSRM (in collaboration with RC TEAM), Heads of School	<b>Impact:</b> greater ECR involvement in School and Faculty level decision making to ensure that those policies work for postdocs.  <b>Success Measure:</b> <b>1.</b> that all Schools report postdoc involvement in their research committees by May 2026 (at minimum), as well as other appropriate decision-making bodies <b>2.</b> Improved measures of perceived value of contributions and interest in being involved in decision making in CEDARS 27 .	CEDARS 23: Q18 - to what extent does QM value your contributions to decision making: values 10%, does not value 42%. Q41 - interest in involvement in decision making: 0% done it; 67% would like to; 33% no interest.			
		<b>AP2024 – Action 13: Improve postdoc inclusion in decision making at S&amp;E group/ School/ Institute level</b> Work with Committee and Working group chairs, Faculty Executives to ensure the inclusion of PDRA's representation in critical committees including those linked to impact, outreach, research strategy and educational ones, if applicable. A: Survey current engagement B: Develop action plan for recruitment and succession planning C: Measure engagement	NEW	A/B: September 2024 C: March 2026 D: March/ April 2027	S&E HoS, DoR, School Managers, Research Managers	<b>Impact:</b> The amplification of the postdoc voice on School and faculty committees associated with research, education and professional services.  <b>Milestones: A &amp; B</b> Upon establishing a baseline we aim to have PDRA inclusion in all committee/ working-groups, either as members or to have their input taken on board and included in any future directions and	Baseline data: CEDARS 23: Q18 - to what extent does QM value your contributions to decision making: values 20%, does not value 28%. Q41 - interest in involvement in decision making: 3% done it;			

						strategies. <b>Success Measures:</b> <b>C/SM1:</b> Engagement across 85% of groups identified in A. <b>SM2:</b> Improved measures of perceived value of contributions and interest in being involved in decision making in CEDARS 27 .	63% would like to; 22% no interest.			
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See Action 3 - ECI6 and Action 5 – ECR1								
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Not actioned in this plan								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See Actions 1 – ECI6; 12, 13 - EI7; and Action 5 – ECR1								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See ECM5, Actions 12 and 13 – EI7								
<b>Employment</b>										
<b>Recruitment and induction</b>										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts	Not actioned in this plan								

	excellent researchers, using fair and inclusive selection and appointment practices.									
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<p><b>AP2024 – Action 14: Design and deliver a HSS Faculty Research Induction for newly joined ECRs</b></p> <p>A: Survey of HSS ECRs' induction needs</p> <p>B: Development of induction with HR/ Researcher Development/ CPE</p> <p>C: Delivery of first induction session</p>	<b>NEW</b>	<p>A: December 2023</p> <p>B: April/ May 2024</p> <p>C: December 2024</p> <p>Success Measure: April/May 2025</p>	HSS Research Team in liaison with HR and other relevant PS Teams	<p><b>Impact:</b> Improved knowledge of HSS research processes and relevant policy and support services.</p> <p><b>Success Measures:</b>  <b>C/SM1:</b> 70% postdocs and fellows / 50% academics attending (as measured by attendance.  <b>SM2:</b> improved usefulness of Faculty inductions through CEDARS 25)</p>	<p>These events are planned to provide foundational information for HSS researcher that fall outside the Postdoc Welcome Events mentioned in AP2022-Aim 2</p> <p>Baseline data:</p> <p>CEDARS23 – 53% postdocs and 46% academics found faculty/ departmental inductions useful.</p>			

**Recognition, reward and promotion**

The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.

E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal	<p><b>AP2024 – Action 11: Re-evaluate the criteria and communications around the Research &amp; Innovation Awards</b> to ensure that all awards criteria are open and accessible to postdocs and to promote postdoc participation in all categories.</p> <p>A: focus group with postdocs</p>	<b>NEW</b>	<p>A: Feb 2024</p> <p>B: May 2024</p>	Impact Engagement Manager, Office of the Principal	<p><b>Impact:</b> inclusivity of awards reconsidered including internal comms and transparency around assessment</p> <p>Success Measure A: 8-10 postdocs across all faculties attend.</p> <p>B: 20% increase in postdoc applicants</p>	<p>This issue was raised by those in attendance at the Postdoc Conference 2023 as an area for action, and was presented as a recommendation to RIB in August 2023.</p>			
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	circumstances.	B: implementation of agreed-upon changes in next round of RIAs								
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Not actioned in this plan								

**Responsibilities and reporting**

The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Not actioned in this plan								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Not actioned in this plan								
ER2	Researchers understand their reporting obligations and responsibilities.	Not actioned in this plan								

**People management**

The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.

EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Not actioned in this plan								
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EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Not actioned in this plan								
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Not actioned in this plan								
EM4	Managers actively engage in regular constructive performance management with their researchers.	Not actioned in this plan								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Not actioned in this plan								

**Job security**

The aim of this obligation is to improve the job security of researchers.

EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	<b>AP2024 – Action 23: FMD postdocs to have indefinite contracts with a funding clause</b>	<b>NEW</b>	Milestone: June 2024	FRCEC / FMD EDI Committee	<b>Impact:</b> increased stability to support financial planning. <b>Success Measure:</b> use local surveys to gauge impact on postdocs.				
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**Professional and Career Development**

**Championing professional development**

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

PCDI 1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	<p><b>AP2024 – Action 15: Build the new postdoc RD programme, introducing a cohort approach and built-in impact measures</b>                      A: launch/ pilot elements of the programme and evaluate as we go                      B: holistically evaluate the programme</p>	AP2022 Aim3	A; October 23 – June 24  B: June/July 2024  C: March/ April 25	RD/QMA	<p>Impact: increased engagement, more tailored learning, and build community amongst Queen Mary Postdocs.</p> <p>Milestones/                      Success Measures:                      A/SM1: &gt;75% feeding back they would recommend to a friend.</p> <p>B outcome: address feedback points and fill in gaps in provision. Include new measures in feedback surveys to access this notion of 'community' introduced to programme.</p> <p>C: 15% increases in CEDARS in postdocs indicating they are aware of the QMA/RD provision and 15% increase in postdocs indicating they have attended QMA/RD programme. Maintaining of &gt;85% agreeing it's useful.</p>	Baseline data:  CEDARS 23: 41% postdocs indicate an awareness of QMA/RD provision for postdocs. 40% indicate they have attended. 88% of those who did attend, say the programme was useful to their development.			
		<p><b>AP2024 – Action 16 Develop and deliver a development programme in support of Black Asian and Minority Ethnic (BAME) postdocs</b> at this critical career stage.                      A: Commission the development of the programme (in consultation with EDI)                      B: Pilot for autumn 2024/25                      C: Launch as part of the programme 2025/26</p>	NEW	A: June 2024  B: October 2024  Success Measure: October/ November 2024  C: October 2025	RD/QMA	<p><b>Impact:</b> support and encouragement to counteract underrepresentation of BAME researchers advancing to academic posts.</p> <p><b>Success measures:</b>                      [1] &gt;65% of respondents agreeing that the programme was beneficial to their</p>	We offer a similar programme of support for another under-represented group in senior roles in academia (i.e., UNIQ for women postdocs)			

					development; [2] >65% of respondents would recommend this programme to a fellow BAME postdoc				
		<p><b>P2024 – Action 19: Roll out a scalable, annual mentoring cohort</b></p> <p>A: Analyse trial data and evaluate MentorNet tool</p> <p>B: Begin comms for recruitment for 2024/25 academic year</p> <p>C: Run pilot</p> <p>D: Assess and plan for 2025/26</p>	AP2022 Aim 5	<p>A: November/December 2023</p> <p>B: May/June 2024</p> <p>C: match and launch – run for 6 months (ends March 2024)</p> <p>D: May/June 2025</p>	RD/QMA and Schools and Institutes	<p><b>Impact:</b> supplementary academic career and development support for those who want it.</p> <p><b>Success Measures</b></p> <p><b>SM1:</b> &gt;80% of participants found the programme beneficial; &gt;80% of mentees would recommend to another postdoc;</p> <p><b>SM2:</b> &gt;75% mentoring pairs met more than twice over the mentoring window.</p> <p><b>SM3:</b> &gt;80% of participants found the programme beneficial; &gt;80% of mentees would recommend to another postdoc</p>			



		<p><b>AP2024 – Action 20: To develop and deliver an HSS -specific programme of careers workshops</b></p> <p>A: Initial strategizing with Careers Service</p> <p>B: Design of programme</p> <p>C: Delivery of pilot events (feedback from postdocs to be sought): throughout 2024/25 academic year</p> <p>D: Delivery of programme and integration into novel HSS ECR development programme (see PCDI3)</p>	<b>NEW</b>	<p>Milestones</p> <p>A: by Dec 2023</p> <p>B: throughout 2023/24</p> <p>C: throughout 2024/25 academic year</p> <p>Success Measure (in response to pilot): July 2025</p> <p>D: September 2025/26</p> <p>Success Measure: March/April 2027</p>	<p>HSS Faculty Research Managers and Postdoc Representatives* across HSS (in collaboration with Careers &amp; Enterprise)</p> <p>*see EI7</p>	<p>Impact: improved knowledge of career advancement options in academia and beyond, increased amount of CPD activity, increased engagement with the careers service.</p> <p>Success Measures: SM1: Improved engagement with Careers service (based on C&amp;E data and CEDARS 2025 and 2027 data)</p> <p>SM2: Improved CEDARS 25 That at least 1/3 of postdocs have increased up to a minimum of 2-3 days, and that the number using the full 10-days comes in-line with the institutional average (currently 18%)</p>	<p>Baseline data:</p> <p>In 2023, 1/3 of HSS postdocs reported are engaging in 1-2 days/year on average, and only 6% are using 10 days per year.</p> <p>Only 19% of postdocs report consulting with a careers specialist.</p>		
PCDI 6	<p>Monitor, and report on, the engagement of researchers and their managers with professional development activities.</p>	<p><b>AP2024 – Action 17: Support postdocs to proactively engage with, plan and document their 10 days CPD Activity.</b></p> <p>A: implement updates to LMS to enable useful CPD documentation and planning functions.</p> <p>B: deliver a programme of support for postdocs to engage with their 10-days, supported by LMS</p> <p>C: assess function through CEDARS 2025</p>	AP2022 Aim 4	<p>A: March 2024</p> <p>B: September 2024</p> <p>C: March/April 2025 (and biennially thereafter)</p>	<p>RD/QMA in collaboration with OPD</p>	<p><b>Impact:</b> Improved career outcomes for postdocs through increased awareness of their CPD activity entitlement; improved messaging, support and guidance on how to use their 10 days. We will also provide postdocs with a tool to help them keep a record of CPD activity to support their development planning, and to enable better institutional reporting.</p> <p><b>Success Measures:</b> SM1: Feedback on the guidance produced and from</p>	<p>Baseline data:</p> <p>CEDARS 23: 18% Postdocs report engaging in 10-days or more of CPD activity</p>		

						<p>course CPD planning workshop (10 days to change the world – for you) that &gt;80% of users found it useful and &gt;80% would recommend it to a friend.</p> <p>SM2: 10% increase in postdocs reporting using 10 days or more of CPD.</p> <p>SM3: Acquire baseline for new institutional questions in CEDARS25; look for modest (10%) increase for 2027.</p>				
PCDM 3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Not actioned in this plan								
PCDR 1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Not actioned in this plan								
<b>Career development reviews</b>										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with	Not actioned in this plan								

	their researchers.									
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Not actioned in this plan								
PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Not actioned in this plan								
PCDR 4	Researchers positively engage in career development reviews with their managers.	Not actioned in this plan								

### Career development support and planning

The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

PCDI 3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	<b>AP2024 – Action 21: To better promote engagement with their own career development, and the support available through the QMUL careers service to HSS postdoctoral researchers</b> (linked with Action 20 – See PCDI1) A: HSS to begin meeting with Careers & Enterprise to develop new engagement strategy B: with Careers Service to report to Research Advisory Group C: New Careers support strategy launched and communicated in School Newsletters and Inductions	<b>NEW</b>	A: Jan 2024  B: April/ May 2024  C: September 2024  Success Measure: May 2025	HSS School Research Managers and HSS Directors of Research (In collaboration with Careers Service)	<b>Impact:</b> Better careers outcomes for HSS researchers through a new engagement strategy developed to better promote better engagement with our Careers and Enterprise service.  <b>Success Measure:</b> 50% of HSS Postdocs reporting having engaged with a careers specialist (Q35) in CEDARS 25	Baseline data:  CEDARS 23: 19% HSS postdocs agreed that they had engaged with a careers specialist			
		<b>AP2024 – Action 22: Promote greater engagement with career progression planning for S&amp;E PDRAs</b>	<b>NEW</b>	A and B: Jan 2025  C and D: March 2026	Heads of Schools (HoS), Director of Research (involving	To improve career outcomes for S&E postdocs <b>Impact A:</b> peer connections and support across the	Baseline data:  Low training uptake by research			

		<p>A: Set up a postdoctoral college to run events to improve networking with external stakeholders among the research staff across the faculty.</p> <p>B: Consult with Careers to improve S&amp;E engagement of PDRAs with careers specialists.</p> <p>C: Review how engagement with industrial partners would be beneficial for PDRA development and implement opportunities to encourage this.</p> <p>D: Investigate using career path and employability data in postdoc exit surveys to establish baselines and project success measures</p>			Careers and Enterprise)	<p>faculty. Success measure: engagement of min. 25% of postdoc community at the first event.</p> <p><b>B:</b> Improved PDRA engagement with career specialist. Success will be measured: 40% PDRAs consulting career services. Impact</p> <p><b>C:</b> Enabling networking with industry contacts for PDRAs.</p> <p><b>D:</b> A source of S&amp;E career destination data to inform support and development provision.</p> <p><b>Success measures C and D:</b> establishment of current baselines and strategies for improvement. We will update here in with follow-on actions in 2027-30.</p>	<p>only staff; take up by men less than women</p> <p>From CEDARS 23, 21% of S&amp;E postdocs report engaging with a careers specialist.</p>			
PCDR 3	<p>Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.</p>	See Action 17 - PCDI6								
<b>Research identity and leadership</b>										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	<p>Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.</p>	Not actioned in this plan								

PCDM 4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Not actioned in this plan								
PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Not actioned in this plan								
PCDR 5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See Action 1 - ECI6								

**Diverse careers**

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

PCDI 5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	<p><b>AP2024 – Action 18: New development programme to support knowledge exchange, research commercialisation and entrepreneurship for postdocs</b></p> <p>A: co-develop programme</p> <p>B: pilot programme</p>	AP2022 Aim 10	<p>A: June 2024</p> <p>B: November/ Dec 2024</p>	<p>Queen Mary Innovation Ltd (QMI), RD/QMA, Executive Officer for Research and Innovation</p> <p>Other relevant stakeholders</p>	<p>Develop a plan to pilot a training programme for postdoctoral researchers supporting their understanding of knowledge exchange, commercialisation and entrepreneurship.</p> <p>Pilot feedback results in a majority (&gt;80%) would recommend the programme to a colleague</p>				
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PCDM 2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Not actioned in this plan												
PCDR 2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Not actioned in this plan												
PCDR 6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Not actioned in this plan												

\* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information	
1	<a href="http://www.qmul.ac.uk/rd-concordat">www.qmul.ac.uk/rd-concordat</a> is our main Concordat page, where we publish all action plans and maintain information about Concordat Implementation, the HR Excellence in Research Award, and the RDCIG membership.
2	<a href="http://www.qmul.ac.uk/research-staff-cop">www.qmul.ac.uk/research-staff-cop</a> the code of practice was developed with researchers, their managers, and senior research leaders to outline the expectations on researchers at Queen Mary along with the support available from research services
3	<a href="http://www.qmul.ac.uk/queenmaryacademy/postdocs">www.qmul.ac.uk/queenmaryacademy/postdocs</a> is the Queen Mary Academy page that highlights information about the researcher development provision for postdocs and fellows.
4	<a href="http://www.qmul.ac.uk/queenmaryacademy/postdocs/resources">www.qmul.ac.uk/queenmaryacademy/postdocs/resources</a> is the induction/welcome resources created for postdocs, which will be updated annually.

Abbreviations and glossary	
<b>AP2022</b>	HREiR Action Plan 2022-2024
<b>AP2024</b>	HREiR Action Plan 2024-2027
<b>BAME</b>	Black and of Minoritised Ethnicity
<b>CEDARS</b>	Culture, Employment, and Development of Academic Researchers Survey
<b>CoP</b>	(Research Staff) Code of Practice
<b>CPD</b>	Continued Professional Development
<b>ECR</b>	Early-career researcher
<b>EDI</b>	Equality Diversity and inclusion (Team – within HR)
<b>FMD</b>	Faculty of Medicine and Dentistry
<b>HoS</b>	Head of School
<b>HR</b>	Human Resources
<b>HREiR</b>	HR Excellence in Research
<b>HSS</b>	Faculty of Humanities and Social Sciences
<b>LMS</b>	Learning Management System
<b>OPD</b>	Organisational and Professional Development (within HR)
<b>PAW</b>	Postdoc Appreciation Week
<b>PDRA</b>	Postdoctoral Research Assistant
<b>QMA</b>	The Queen Mary Academy
<b>QMI</b>	Queen Mary Innovations Ltd (Queen Mary’s technology transfer office)
<b>QMUL</b>	Queen Mary University of London
<b>RC</b>	Research Culture
<b>RD</b>	Researcher Development
<b>RD/QMA</b>	The Researcher Development Team (within the Queen Mary Academy)
<b>RDCIG</b>	Researcher Development Concordat Implementation Group

Abbreviations and glossary (continued)	
<b>REF</b>	Research Excellence Framework
<b>RIA</b>	Research and Innovation Awards
<b>RIB</b>	Research and Innovation Board
<b>S&amp;E</b>	Faculty of Science and Engineering
<b>VP R&amp;I</b>	Vice Principal of Research and Innovation