

Summary table of Actions/Aims for 2020-2022 Action Plan (AP2020)

Key	Action is building on previous work with a strong upward trajectory	Action building on previous actions where progress has slowed	Action is reviving a previously stalled action or effort	Action is new and not following up from previous work.
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Aim and Current Status	Paraphrased Concordat Clause (2008)	New Aims and Actions	Success Measures, Timescales, and (Action Lead and owners)
Aim 1 – Review appraisal systems for researchers including	<p>2.3 – Research Managers participation in performance management and associated development</p> <p>3.5 – Researchers benefit from clear systems that help plan their careers and development</p> <p>5.6 - Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated</p>	<p>Though some aspects of QM Staff Appraisal mechanisms are thought of as useful for researcher staff development (See Appendix C – Aim 1), a review of the other less-favourable aspects, together with a review of completion rates focused in Schools/Institutes where 2018/19 completion fell below the institution average (E-Appraisal engagement data – See Appendices).</p> <p>Review inputs:</p> <ul style="list-style-type: none"> • feedback from CROS2019 (possibly RES2020 data as well) • HR Systems engagement data from 2020 appraisal period which can provide a granular breakdown of what point the researcher disengaged from the appraisal mechanism • feedback from focus groups AP2020 – Aim 3 <p>The results from this review will feed through to the appropriate stakeholders, e.g. RD, HR and OPD, as well as Heads of School/Institute Directors.</p>	<p>Review to be carried out Sept-Dec 2020, with findings and guidance reported in time for 2020 Appraisal period. (Lead: RD, with consultations with HR/OPD, researchers, managers of researchers)</p>
Aim 1a: Developing appraisal guidance and training for Managers of researchers		<p>This review will also inform a facet of training to be made available to managers of researchers to be piloted in the first term of 2021/22.</p>	<p>To be piloted by Sept-Dec 2021. (Lead: RD; consultations with OPD) <u>Success Measures of Aims 1 and 1a:</u> Appraisal completion rates in academic units with lower</p>

			<p>completion rates to be brought in line with institutional averages;</p> <p>10% increase in overall usefulness as reported in CROS.</p>
<p>Aim 2 – Launch New Induction Events and Resources for New Hire Researchers</p>	<p>3.6 – Induction programmes for researchers and effective and supportive research environments</p>	<p>1.0 QMUL has an average of 18 researchers starting each month, about a third of whom will attend a QM-wide induction event. A new induction programme will be introduced for new-hire QMUL researchers including a short networking/ introduction event following on from institutional inductions to introduce researchers to relevant professional services staff and RSAs (3x per annum)</p> <p>2.0 These events will be supported by online resources hosted on the QM Intranet (e.g. QMplus or Connected). Initial drafts to be based on existing versions and updated with input from researchers (local RSAs)</p> <p>3.0 New RES2020 survey to contain a QMUL-specific question soliciting tips (“I wish I had known this when I started...”) from current QMUL researchers to enable the integration of new researchers in the community</p>	<p>A short (1 hr) induction event for researchers to follow on from QM Welcome event to be announced for May/June 2020. (Leads: RD with input from Relevant PS Units – e.g. RD, Careers, Res Serv, HR; RSAs)</p> <p><u>Success Measure:</u> Attendance from at least half of the researchers attending the institutional induction event, with a majority (over 66%) reporting them useful (as reported through event feedback).</p> <p>Updated Researcher Welcome Pack informed by RES2020 input and launched by August 2020. (Lead: RD; input from local RSAs, Internal Comms, Design and Branding)</p> <p>An online portal for these induction resources (Lead: RD, Res Serv) by December 2020.</p> <p><u>Success measure:</u> over 50% engagement of new-hire researchers with online welcome resources.</p>
<p>Aim 3 – RD to explore some of the barriers to researcher engagement with CPD</p>	<p>3.1 – UK HEIs to provide career development provision comparable to other sectors</p>	<p>Over 70% of QMUL Research Staff engage with our RD programme (AP2018 – Aim3a) by attending at least 2 sessions in a year at QMUL.</p>	<p>Investigate and develop a means to better record and plan CPD from within new EMS from Jan 2021 – June 2021 (Lead: RD, with consultations with OPD).</p>

	<p>3.3 – Transferrable skills training to be embedded in CPD training</p> <p>3.7 – Employers and funders to articulate skills that should be developed at Each Stage</p>	<p>Currently 63% of our researchers engage in 1-5 days of CPD, however, 13% are either not engaging in CPD or doing so less than 1 day per year. With the updated Concordat (2019) and Roberts Review (2002) suggesting a minimum of 10 days CPD, RD will explore some of the barriers to engagement with CPD reported in CROS and other means (e.g. 1-to-1 support sessions) using focus groups with researchers and managers of researchers from each faculty. These focus groups will also collect input for Aims 4 and 5.</p> <p>QMUL Professional Services is in the tendering process of acquiring a new Education Management System (EMS) to enable staff and students to book on to and track their CPD. The new system is anticipated to be implemented in the in the new academic year (Sept 2020). Once in place, RD and other CPD service providers will investigate functions in this tool to offer researchers a simple (yet robust) means of tracking and planning their CPD, and trial is amongst researchers.</p>	<p>Run focus groups with researchers and managers to run from April – May 2021 (Lead: RD)</p> <p><u>Success Measures:</u> Focus groups with researchers and managers to run with <u>representation from all faculties</u>.</p> <p>Assuming the fitness of CPD tracking/planning functionality within new EMS, Trial with a limited cohort of researchers from all faculties from June – October 2021. (Lead: RD)</p> <p>Feedback from researchers participating in the trial to be collected in Nov 2021 (Lead: RD).</p> <p><u>Success Measure:</u> a majority (>66%) of trial participants finding the EMS useful to record and plan their CPD, with a proposed launch to all researchers by January 2022.</p>
<p>Aim 4 – Increase coaching and mentoring opportunities for Researchers</p>	<p>3.1 – UK HEIs to provide career development provision comparable to other sectors</p> <p>3.2, 3.5, 3.7, 3.8, 3.9. 3.14 – Support to explore and plan a wide variety of career paths open to researchers</p>	<p>Improve engagement with mentoring. Yearly cohorts are small and primarily aimed at postdoctoral researchers. Investigate why researchers opt to not engage with mentoring (36%), or those that would like to engage with it but haven't 38% (down from 47% in 2017).</p> <p>Review inputs:</p> <ul style="list-style-type: none"> • feedback from CROS2019 and engagement data and feedback from mentors and mentees from 	<p>Systematic review of mentoring needs using focus groups with researchers to run in May-June 2020; and meetings with Schools and Institutes to take place from Sept-Dec 2020 to develop local mentoring plans for each School/Institute (Lead: RD with input from Researchers, School/Institute Research Managers and HoS/IDs).</p>

		<p>previous mentoring cohorts of the QMUL Researcher Mentoring Scheme</p> <ul style="list-style-type: none"> • feedback from focus groups • a systematic School/Institute mentoring needs analysis <p>Outcomes to include assessment of whether mentoring is best handled locally or through institutional mentoring scheme, or some mixture of the two processes. Follow-on actions to be discussed with appropriate School/Institute stakeholders.</p>	<p>New Mentoring approaches to be trialled in 2021, with feedback collected in Nov/Dec 2021.</p> <p><u>Success Measure:</u> a doubling in the size of mentoring cohort – approx. 10% research staff – for the trial, with Actions to follow in AP2022 directed at being able to offer mentoring to all researchers who desire it.</p>
<p>Aim 5 – Support establishment, continuity, revival of local RSAs</p>	<p>3.13 – Researchers having a say in policy and representation on staff committees</p> <p>5.5 – Researchers recognise primary responsibility for managing and pursuing a career is theirs and should identify training needs</p>	<p>1.0 Reach out to Schools and Institutes to either establish or support the revival or continuity of local Research Staff Associations. Some excellent examples of practice exist within some of our larger academic units (e.g. WHRI Postdoctoral Network, the Blizdocs – Blizzard Institute).</p> <p>Facilitate a yearly/biannual opportunity to meet with other RSAs and with research leadership. This can help inform institutional strategy relevant to researchers, as well as present an opportunity for researchers to engage in strategy and policy development that impacts them.</p>	<p>Carry out a review of existing RSAs Feb-April 2020 and see where support is needed (Lead: RD; Input from HoDs, School/institute Research Managers, Research Staff Leads)</p> <p>Plan event with existing RSAs to include workshops on setting up a local RSA to coincide with day-long event for postdocs in May 2020. (Lead: RD, input from Local RSAs)</p> <p><u>Success Measures:</u> first QM-wide RSA meeting by October 2020 to include representation from new or revitalised RSAs from at least 5 Schools or Institutes.</p>
<p>Aim 6 – QMUL to become apply for the Race Equality Charter Mark Award</p>	<p>6.10 – Employers should also participate in schemes and other initiatives aimed at promoting diversity.</p>	<p>Run by Advance HE, the REC aims to improve the representation, progression and success of minority ethnic staff and students within higher education.</p> <p>Queen Mary became a signatory of the Race Equality Charter Mark (REC) in July 2018. A requirement of membership is that the university apply for an award within 3 years.</p>	<p>QMUL will be submitting for an ECU Race Equality Charter award by February 2021.</p> <p><u>Success Measure:</u> Bronze ECU Charter Award announced by August 2021.</p>

<p>Aim 7 – QMUL to create a new Concordat Implementation Group</p>		<p>We will create a new Concordat Implementation Group (CIG) to oversee future action plans and to review progress. The CIG will include representation from researchers and managers of researchers across all three Faculties, be supported and managed by staff from the Queen Mary Academy, and report to the Senior Executive Team (SET).</p> <p>The first priority of the CIG will be to declare its Terms of Service including: conditions for membership, frequency of meetings, and reporting line into SET.</p> <p>Another major priority for the CIG will be to declare its Concordat review and action planning processes moving forward.</p>	<p><u>Success Measures:</u> CIG membership announced include Research Staff and Researcher Manager Representation from all three faculties and to meet for the first time by October 2020.</p> <p>CIG to agree on and publish its Terms of Service, reporting lines to SET, and review and action planning processes by February 2021.</p>
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Gantt Chart demonstrating proposed timelines for AP2020

