HE Recruitment 2021 Webinar Series

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The Future of Work is Here

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Vice-Principal

People, Culture and Inclusion

Queen Mary University of London

People, Culture and Inclusion

In response to the focus on inclusion and diversity in HE, and last year's *Black Lives Matter* movement, I will present my experience of creating a new institutional strategy for **Queen Mary University of London**, which fosters a culture that promotes greater engagement and equality for both staff and students.
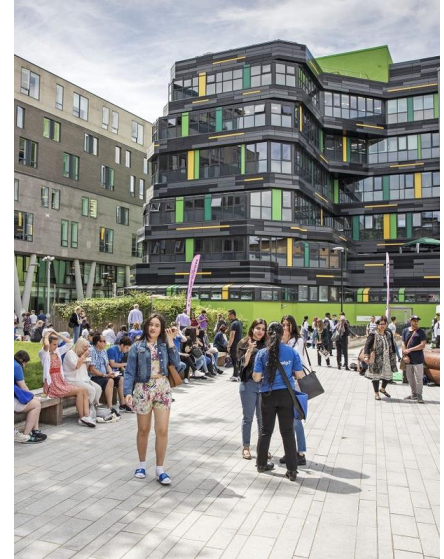
Our Vision: To open the doors of opportunity

Our Mission:

To create a truly inclusive environment, building on our cherished cultural diversity, where students and staff flourish, reach their full potential and are proud to be part of the University. Dedicated to the public good, we will generate new knowledge, challenge existing knowledge, and engage locally, nationally and internationally to create a better world.

Queen Mary 2030:

The most inclusive university of its kind, anywhere

People, Culture and Inclusion Enabling Plan

- The People, Culture and Inclusion Enabling Plan defines the key actions and initiatives that will realise our Vision and Mission

- Equality, Diversity and Inclusion Steering Group oversees the successful delivery and implementation of the PCI Enabling Plan

- Race Equality Action Group (REAG)

- Race Equality Strategy and Action Plan

- Black and People of Colour Network

Race Equality Strategy and Action Plan

5 Main Objectives

1: To promote, celebrate and value a diverse community. To create an inclusive culture within Queen Mary and ensure that staff and students from ethnic minorities feel as though they belong.

2: To improve and publish our race equality data, monitor progress and evaluate the impact of our actions.

3: To increase the diversity of our staff body and support the career progression of people from different backgrounds

4: Reduce the student awarding gap.

5: Develop and promote an inclusive curriculum

Race Equality Charter Member

ECU RACE CHARTER

Queen Mary 2030:
A future we can all be proud of

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Evidence-based decision making

- We have an institutional EDI KPIs to achieve 40% +/- 5% for BAME at middle and senior levels; and 50% +/- 5% at middle and senior levels for gender

- We have embedded EDI into decision making through effective use of **equality impact assessments to** ensure all areas of the University use equality and inclusion data to inform decision making in practice

- We produce an Ethnic Pay Gap Report including an intersectional approach in relation to women and BAME staff.

- Introduced rigorous data management, involving the publication of reports, dashboards and data sets to support all Faculties, Schools and Directorates to ensure sound evidence-based decision making on EDI issues.

- We publish our staff and student data on our website in the interests of promoting a culture of openness and transparency.

Inclusive Leadership and Succession Planning

take personal responsibility for D&I outcomes

hold others to account for non-inclusive behaviours

make fair and merit-based decisions about talent

seek opportunities to connect with a diverse range of people

confident in leading cross-cultural teams

ensure team members respect each other and that there are no out-groups within the team

Commitment

Courage

Cognisance of bias

Curiosity

Culturally intelligent

Collaborative

Inclusive Leadership

Deloitte University Press 2016: the six signature traits of inclusive leadership: Thriving in a diverse new world.

Strategies for supporting career progression for Black and minority communities staff

- Fundamental review of Academic Promotions Processes and Creation of Academic Career Pathways

- Design of competency-based career frameworks for Professional Services and Technician Staff

- Promoting existing schemes such as B-Mentor and expanding job shadowing, secondments and other career enhancement opportunities

- Introduction of initiatives including: reverse mentoring, reciprocal mentoring

- Apply for external funding to build a strong pipeline for Black and minority communities students to progress into academic careers

Bold and Engaging Training & Development

Promulgated an extensive programme of race equality training and development including:

Introducing Inclusion – an online programme of mandatory training for all staff including unconscious bias component	Mandatory Recruitment and Selection training, including refresher training, for managers involved in recruitment	A programme of workshops focused on race equality issues for those in decision-making roles: recruitment, promotion and salary reviews
	Importance of recognising more subtle forms of discrimination such as micro-aggressions	
Talking Confidently About Race	Understanding Privilege	Active Bystander training

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Enhancing the Student Experience

- Closing the differential awarding gap in terms of degree attainment:
  - o Enhanced the role of the academic advisor to take a holistic approach in supporting the development and success of students
  - o Establishment of Student Staff Liaison Committees to gain student feedback on all aspects of the student experience
- Developing and promoting an inclusive curriculum:
  - o Undertaking an audit of our programmes, working with student interns, to ensure students can see themselves in the curriculum

Questions and Discussion

Thank you

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