|  |  |  |  |
| --- | --- | --- | --- |
| **PERSONAL DATA** | | **Unit** |  |
| **Name researcher** |  | **Unit leader** |  |
| **Role**  **(Jr, Re, Sr, UL)** |  | **Supervisor** |  |
| **Date of appraisal** |  | **Period Covered** | Jan-Dec 2023 |

**Rationale**

SMIT should be a work environment that facilitates your development into an independent researcher. This environment, while often challenging, demanding and uncertain, can also provide you with a lot of freedom to develop in-depth topical and methodological expertise, a vibrant community of colleagues and collaborators from various backgrounds and opportunities to put that acquired knowledge to socially relevant good use – in or beyond SMIT.

Your development into an independent researcher happens in at least three domains: Research, Valorisation, Organisation. (For academic staff, there is of course a fourth domain relevant to your work, i.e. education, but, while being an important part of many researchers’ work, this is not assessed at SMIT.) In the three SMIT domains (research, valorisation, organisation), researchers are meant to evolve over time from participating over taking initiative to taking the lead. In annex to this form, you will find the SMIT HR matrix which allows you to check whether you are evolving at a good pace.

Also, these domains are directly linked to the 3 core values of SMIT, i.e. that we want to be collaborative, critical experts making a difference. The Research domain is mainly (but not exclusively) linked to being critical experts, the Valorisation domain to making a difference, and the Organisation domain to our value of being collaborative. We expect to see our core values reflected in how you act in every domain.

Of course, your interest and commitment might be stronger in some domains than in others, and commitment might not always lead to immediate results. Not everyone has to follow the same path and not everyone should focus on the same aspects of every domain. If any part of this form is not applicable to you, just mention “N/A”. But at least we expect everyone to think about their own development and to improve gradually in the aspects that you want to focus on.

Therefore, we ask you to fill out the form below **and** make sure your PURE file for past year is completely up to date (deliverables, articles, presentations,…).

**Appraisal of personal development and working conditions in the past year**

Insert link to your personal PURE file:

|  |
| --- |
|  |

Briefly describe your personal (research) focus and trajectory:

|  |
| --- |
|  |

Briefly describe your personal skills development:

|  |
| --- |
|  |

Briefly describe your time management and workload:

|  |
| --- |
|  |

Briefly describe the relationship with and support by your colleagues and management:

|  |
| --- |
|  |

Do you have other professional activities besides SMIT (e.g. teaching):

|  |
| --- |
|  |

**Main Results and Achievements**

|  |  |  |
| --- | --- | --- |
| **Matrix Domain** | **Achievements during 2023** | **Further improvement planned in 2024** |
| RESEARCH | | |
| **Knowledge own discipline** |  |  |
| **Publications** |  |  |
| **Proposal Content development** |  |  |
| VALORISATION | | |
| **Networks, memberships & mandates** |  |  |
| **Acquisition / Business Development** |  |  |
| **Public Outreach & Service** |  |  |
| **Action within SMIT’s valorisation channels[[1]](#footnote-1)** |  |  |
| ORGANISATION | | |
| **Projects** |  |  |
| **Proposal mgmt** |  |  |
| **Team** |  |  |
| **Entrepreneurial spirit & sense of initiative** |  |  |
| **SMIT participation** |  |  |

**Progress on last year’s action points**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Action Points** | **Positive developments** | **Further improvement needed** |
| **RESEARCH** |  |  |  |
| **VALORISATION** |  |  |  |
| **ORGANISATION** |  |  |  |

**Next year’s action points**

|  |  |
| --- | --- |
|  | **Action Points**  ***Please formulate concrete action points and milestones – how do you plan to achieve your goals and how can we help you with this?*** |
| **RESEARCH** |  |
| **VALORISATION** |  |
| **ORGANISATION** |  |

**Training**

|  |  |
| --- | --- |
|  | **Training and skill development** |
| **TEO LRN/ imec** | *Any trainings offered by VUB or IMEC* |
| **Other** | *Any other trainings you want to follow?* |

**Overall assessment**

|  |  |
| --- | --- |
| **Excellent/Very Good, Good (= midpoint), Sufficient, Substandard, Insufficient** | **Remediation points and timing for remediation for “Insufficient” and “Bad”** |
|  |  |

**Additional remarks by employee and/or request for second appraisal with Operations Manager and/or Director**

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|  |

**Signatures**

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Researcher Unit Leader First line manager/ Senior

Date: Date: Date:

**Email a scan of the final, fully completed and mutually signed form in .pdf format to:** [**wim.cloots@vub.be**](mailto:wim.cloots@vub.be)

***(No hard copies, no preparations or drafts, no single-signed docs).***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Lower than expected** | | **As expected** | | **Higher than expected** | |
| Insufficient | Substandard | Sufficient | Good | Very good | Excellent |
| The employee does not function well; it is expected that even with continuous support and coaching it will be very difficult to reach an acceptable/expected performance level.  **Remedial action** | The employee does not function well, but with guidance and coaching they can reach an acceptable/expected level of functioning.  **Remedial action** | Not good, but good enough  The individual agreements were to some extent fulfilled as expected but there is still much room for improvement.  **No remedial action** | Standard  The individual agreements were fulfilled as expected and in an autonomous and responsible manner. | Expectations were exceeded in fulfilling the individual agreements. | All expectations were significantly exceeded in fulfilling the individual agreements. |

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| **RESEARCH** | | |
| **A/ Knowledge own discipline** | **B/ Publications** | **C/ Proposal content development** |
|  |  |  |
| **LEVEL P1 (JUNIOR RESEARCHER)** | | |
| Possesses a college or university degree that shows knowledge of communication and media processes, concepts, theories, methods and/or other processes relevant to a specific project. Can perform assignments in an independent manner after instructions and in close collaboration with colleagues | Presentations, first articles or parts of a PhD under guidance of senior. Research reporting in working groups, steeringgroups, kick offs, unit meetings, Conference papers  **Indicator:** Minimum 1 conference paper / year | No contribution to proposal development, unless sporadically and on the basis of specific instructions |
| **LEVEL P2 (RESEARCHER)** | | |
| Has acquired more advanced levels of knowledge and methodological skills. Cannot only perform assignments in an independent manner after instructions, but adds to the substantive development of papers, methodological toolkits, etc. under guidance of a senior. Is able to plan own research under supervision of a senior | Publish first articles or deliver parts of a PhD as first/ main author.  **Indicator:** minimum 1 bookchapter or journal article/ year (VABB) as first or first SMIT author | Prepares and completes specific parts of a proposal on request of the proposal manager |
| **LEVEL P3 (SENIOR RESEARCHER)** | | |
| Has (in principle) obtained a PhD. Has acquired in-depth knowledge of a research field and/or a methodology, is capable to use this to improve research output, solves complex problems and does so by improving existing knowledge/solutions. Can work independently (no quality control necessary) and with minimal guidance. Acts as a resource for colleagues with less experience. | Prove by means of quality and quantity of publications to be a respected scholar in his/her research domain.  **Indicator :** minimum 2 bookchapters and/or journal articles/ year (VABB), of which one WoS article every two years. | Contributes significantly to large proposals, takes leading role in scientific preparation of larger parts of such a proposal  Independently provides complete scientific input for smaller proposals |
| **LEVEL P4 (UNIT LEAD)** | | |
| Is an expert in a specific research field and is recognized as such not only within SMIT, but also and equally important, outside SMIT. Innovates within the research field, at the theoretical, empirical and methodological level. | Prove by means of quality and quantity of publications to be an acknowledged expert in his/her research domain.  **Indicator** : minimum 2 bookchapters and/or journal articles/ year (VABB), of which one WoS article every two years. | Leads the scientific effort in the preparation of mid- size to large proposals. Final responsible for proposal quality and relevance. |
| **LEVEL P5 (PROGRAM LEAD / DIRECTOR)** | | |
| Is an expert in a specific research field and is recognized as one of the authorities in this field. Is innovative not only in individual work, but also adds to innovation and higher quality of work in his/her team. | Prove by means of quality and quantity of publications to be a recognized international authority in his/her research domain.  **Indicator** : minimum 2 bookchapters and/or journal articles/ year (VABB), of which one WoS article every two years. | Scientific lead for large international and multidisciplinary proposals. Recognized by project partners as scientific authority for the proposal. |

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| **VALORISATION** | | |
| **A/ Networks, memberships and mandates** | **B/ Acquisition /  Bus Dev** | **C/ Public outreach & service** |
|  |  |  |
| **LEVEL ND1 (JUNIOR RESEARCHER)** | | |
| No membership of professional or public bodies. Starts to participate in academic networks though, e.g. by going to conferences | Contacts business partners, makes use of existing network Short term goals in existing projects | Occasionally supporting seniors in dissemination of results and insights to the outside world. Occasional interaction with and contribution to SMIT valorisation channels (SMIT newsletter & policy briefs, Mediawijs, KC D&S, Databuzz,…) |
| **LEVEL ND2 (RESEARCHER)** | | |
| Self -initiated membership of professional organisations. Active presence in a number of events. Builds academic network | Establishes and maintains a formal and informal network within the sector Identifies new contacts and opportunities for business development | Occasional sharing of results and opinions on request of companies, public institutes or press. Interaction with and contribution to SMIT valorisation channels (SMIT newsletter & policy briefs, Mediawijs, KC D&S, Databuzz,…) |
| **LEVEL ND3 (SENIOR RESEARCHER)** | | |
| Has built an academic network. Active involvement in a number of scientific, corporate of societal organisations. | Establishes and maintains formal and informal contacts in order to stay up-to-date with the most recent developments in the sector of activity and the market.  Succesfully uses the network for business development and consortium building **Indicator :** covers minimum 100% of own cost for at least one year and with positive outlook | A respected and often consulted speaker and expert for companies, public bodies and the press. Regular interaction with and contribution to SMIT valorisation channels (SMIT newsletter & policy briefs, Mediawijs, KC D&S, Databuzz,…) |
| **LEVEL ND4 (UNIT LEAD)** | | |
| Respected member of a number of national scientific, corporate or societal organisations with active, managerial involvement. | Identifying key opportunities and selecting the right partners, developing and making use of formal and informal networks in order to achieve a sustainable project turnover.  **Indicator** : sustainable full coverage of minimum 150% of own cost | A nationally respected authority in his/her area of expertise, providing advice and expertise to journalists, corporate sector, (semi)public institutions and government. Regular strategic interaction with and contribution to SMIT valorisation channels (SMIT newsletter & policy briefs, Mediawijs, KC D&S, Databuzz,…) |
| **LEVEL ND5 (PROGRAM LEAD / DIRECTOR)** | | |
| Respected member of a wide number of important (inter)national scientific, corporate or societal organisations with active, managerial involvement. | Establishing strategic alliances that are crucial to maintain the organization  **Indicator**: sustainable full coverage of minimum 200% of own cost | An internationally respected authority in a wide area of expertise, frequently asked by companies, public bodies and institutions to provide advice, share opinions and expertise. Strategic coordination with and contribution to SMIT valorisation channels (SMIT newsletter & policy briefs, Mediawijs, KC D&S, Databuzz,…) |

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| **ORGANISATION** | | | | |
| **A/ Projects** | **B/ Proposal mgmt** | **C/ Team** | **D/ Entrepreneurship** | **E/ SMIT** |
|  |  |  |  |  |
| **LEVEL M1 (JUNIOR RESEARCHER)** | | | | |
| Participates in research projects. Is capable of managing own tasks and timetable. Reports regularly to senior researcher. Active participation in project meetings | Not yet involved in proposal management | Does not manage teams/ receives input from seniors and peers.Occasionally helps out peer researchers with practical issues. Shows a constructive attitude | Own initiatives welcome (in discussion with senior), but not required | Active participation in unit and program meetings, smeetings, SMIT workshops and events, Strategic Days. |
| **LEVEL M2 (RESEARCHER)** | | | | |
| Manages one project  Predefined budget Receives guidance from senior staff Able to plan own agenda under senior supervision | Participates in the management of proposals under guidance of senior | Active peer support and information / experience sharing | Active participation in conferences Good identification of own research track/ambitions Contribution to network building | Information sharing and presentations in Unit or Program meetings on topics related to own research Participation in Smeetings and SMIT workshops, Strategic Days, SMIT-organized events |
| **LEVEL M3 (SENIOR RESEARCHER)** | | | | |
| Manages more, small projects. Guides a small team of juniors. Shared end responsibility | Final reponsibility in smaller proposals | Support and guide 2-3 (junior)researchers in their research work and publications Provides technical guidance, applies own expertise for problem solving. Is jointly accountable for results in team | Proven entrepreneurship in network building / conference organization, research and dissemination initiatives. Successful management of own research track and personal goals. | **Quality contributions** to the development of research agenda and program in thematic and unit meetings and the elaboration of methodological frameworks and tools **Active participation** in Smeetings, workshops, Unit and Program meetings, Senior meetings, Strategic Days, SMIT-organized events |
| **LEVEL M4 (UNIT LEAD)** | | | | |
| Manages medium/large multidisciplinary projects Leads the project team Defines and manages budget Full end responsibility | Final responsibility in complex, multi-stakeholder proposals. | Manage (junior) researchers on both Research and HR issues.  hiring process, performance monitoring and evaluation, trajectory councelling, research guidance in project management, funding sources, publications, network introductions. | Leading entrepreneurial role within SMIT on events organization, network building, organizational development, acquisition, research track development. | **Leading role** in the development of research agenda and program in thematic and unit meetings and the elaboration of methodological frameworks and tools.  **Leading role** in Smeetings, Program and Unit meetings , Strategic Days and staff meetings, organizing role in SMIT workshops and events. **Accountable** for organizational and financial performance. |
| **LEVEL M5 (PROGRAM LEAD / DIRECTOR)** | | | | |
| Coordinates large international and multidisciplinary consortia. Manages partners, budgets, progress.  Final responsbility for end result. | Final responsibility in international, complex, multi-stakeholder and multidisciplinary proposals | Provides leadership and direction to large groups Accountable for the performance of large groups Provides strategic direction to team leaders. | Leading entrepreneurial role on the level of VUB and /or imec or wider. | Leading managerial role on organizational level. Final responsability for organizational and financial performance. |

1. We have a newsletter, policy brief, Mediawijs (for media literacy related research output), Kenniscentrum Media-onderzoek (Media research output), Kenniscentrum Data & Maatschappij (AI and data driven research output that touches on legal or ethical aspects of innovation). [↑](#footnote-ref-1)