

University of Oxford

European Commission HR Excellence in Research Award: eight-year review report

Introduction

The University of Oxford achieved the HR Excellence in Research Award (HREiR) award in 2012. This is our fourth submission for re-accreditation. This submission demonstrates our commitment to implementing the Concordat to Support the Career Development of Research Staff (2008), now refreshed with the active contribution from staff across the University in 2019.

The University of Oxford is a world-leading research institution attracting the brightest research staff and students from around the world, and makes contributions to society locally, nationally and internationally based on the outcomes of its research endeavors. The University has a devolved structure comprising four Academic Divisions, University Administration Services (UAS), the Gardens, Libraries and Museums (GLAM) and the Department of Continuing Education. The collegiate University also comprises 38 colleges and six private halls each of which is independent. Many people contribute to the University's research portfolio including over 1,800 academic staff, 5,200 research and research support staff (comprising approximately 30% of the University's workforce) and more than 6,000 graduate research students. Half of all research staff and research support staff are based in the Medical Sciences Division (MSD), 20% in the Mathematical, Physical and Life Sciences (MPLS) Division, and fewer than 500 researchers in each of the other Divisions. Some colleges also employ research staff outside of the University's employment structure.

The internal evaluation process

This re-accreditation application has been prepared by the People and Organisational Development (POD) Unit in collaboration with colleagues in many of the 72 individual departments, the four academic divisions, Oxford Research Staff Society (OxRSS), the University Careers Service, the Equality and Diversity Unit (EDU), Personnel Services, Research Services, and the newly appointed University Advocate for Research Staff (hereafter the 'Advocate').

The University has excellent communication lines with the research staff body, further strengthened by the appointment of the Advocate who reports to the Pro-Vice Chancellor for Research (PVC(R)) and the Research and Innovation Committee (RIC). This appointment is supported by a new structure which engages key groups and representatives in our collective efforts towards the achievement of our strategic objectives.

In completing this HREiR re-accreditation submission, our key evaluation activities are:

- OxRSS representatives have commented on and shaped the report and actions;
- The University's Research Staff Working Group agreed our evaluation plan, and a subset of this group was formed to specifically lead on the re-accreditation of the HREiR award;
- Analysis of our staff survey. The 2018 Staff Experience Survey ran in the first half of 2018 across all departments in the University. It included a section of researcher-specific questions, and the results were aggregated by job type, so that researchers' responses could

be extracted and analysed. The overall response rate increased from 47% in the 2016 survey to 51% (n = 6,673) in the 2018 survey, which included 1,932 members of research staff (35% of all research staff).

- Equality and Diversity - Oxford's institutional commitment is to foster an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected. Oxford holds a bronze institutional Athena SWAN award, the Race Equality Charter, and in 2019 became one of Stonewall's top 100 employers. Researchers form Oxford's largest and most diverse staff group and so, all our action plans include specific actions targeted at them.

Key achievements and progress

Our action plan for the period 1 January 2018 – 31 December 2019 included a number of ambitious targets, against which progress has been made and is reported in our action plan review below. These are described below, along with some of our other noteworthy achievements.

Highlights include:

Inclusion of Research Staff in the University of Oxford's Strategic five-year Plan (2018-2023) (relating to all Concordat Principles):

<http://www.ox.ac.uk/about/organisation/strategic-plan-2018-23>

Given that research staff form the largest staff group at the University, their issues are now incorporated with two commitments in the new University Strategic Plan for the next five years:

Research Commitment 2: To invest in people, to support them and their research environment, thereby enabling the research endeavour to grow sustainably; and

Research Commitment 8. Enhance the opportunities and support for early-career researchers.

Responsibility for delivering these research commitments lies with the PVC(R). In addition to the specific mention of research staff in the plan, there are 18 commitments to better support all staff at the University under the heading 'People'. The commitments specifically include improvements to 'recruitment and retention,' 'working towards an increasingly diverse staff profile,' 'supporting staff with their personal and professional development,' 'supporting wellbeing,' 'flexible working,' and creating 'affordable homes for staff.'

Appointment of a University Advocate for Research Staff (relating to all Concordat Principles)

One method of facilitating the implementation of the University's Strategic Plan commitments to researchers, has been to appoint an Advocate with substantial experience of researchers' issues, Professor David Gavaghan, in January 2019. His role is to act as "*the strategic academic lead on promoting and realising the University's vision to provide a world-leading environment for research staff.*"

Revised representational structure for research staff (relating to all Concordat Principles)

The Advocate has begun to implement a new structure of three committees focused on research staff issues.

Research Staff Consultative Group (RSCG): The RSCG provides a forum for research staff to encourage effective communication across the research staff community, identify and prioritise themes and measures, which advise and inform the strategy, initiatives and priorities of the RSWG and RSSC. This committee is chaired by the Chair (Voice) of OxRSS and has two researcher representatives from

each of the academic divisions. The Advocate has secured funding to award each representative a 'Fellowship' with a bursary of £2,000 to be used towards their own professional development. This committee is informed by issues raised by a 55-strong team of departmental 'voice' representatives from across the collegiate University.

Research Staff Steering Committee (RSSC): This committee has responsibility for agreeing and coordinating strategy and planning to drive the agenda on enhancing opportunities for research staff. It includes senior representatives from each of the four academic divisions and from the Conference of Colleges (the College Advocate), directors of each of the key central service departments, and the chairs of the two other committees.

Research Staff Working Group (RSWG): The RSWG is an executive group responsible for leadership, management and implementation of initiatives agreed by RSSC.

Funding to support University Research Staff Representation and activities (Concordat Principles 2 & 5)

The Advocate has secured additional funding to support these committees, for staff to map the existing provision for researchers at departmental level and to encourage support for more effective researcher representation, and an annual £11,000 budget to support OxRSS.

Oxford Research Staff Society (OxRSS) (relating to all Concordat Principles)

OxRSS has continued to flourish as a self-sustaining society, with its own website (www.ox.ac.uk/oxrss), Facebook page, termly newsletter, and Twitter feed. It was agreed at the last AGM to provide more examples within the terms of reference of eligible members to ensure that 'research active' people who may be on teaching-only contracts feel included. OxRSS is thriving with an Events team invite research staff to join regular themed social events on four different days per week, as well as special events such as college dinners and 'Fellowships and Interviews' workshops. During 2019, about 1,000 researchers participated in OxRSS events. The OxRSS Voice team have also increased the number of voice representatives from 42 to 55.

Careers Service

In March 2018, the Careers Service recruited a second specialist Careers Adviser, Dr Rebecca Ehata, to extend careers support provided to researchers across the University. This has led to an increased ability to respond to requests for workshops from groups of research staff in departments, as well as provide more slots for 1:1 guidance. The Careers Service has also created webpages specifically to support researchers: www.careers.ox.ac.uk/researchers. Two pilot projects have grown and become embedded in the core Careers Service programme: the annual Careers Conference for Researchers, which had more than 150 attendees in 2019, and the Researchers Strategy Consultancy, which gives employability skills training and work-based experiences to researchers whilst at the same time giving free consultancy to local organisations.

Activities in our Academic Divisions

Each of our four academic divisions has its own dedicated researcher development team. These teams create and deliver a range of initiatives, tailored to the context of that division, to support the career development of researchers. Here are some of our notable achievements:

- The Enterprise Fellowship Scheme: Developing the enterprise community amongst research staff by granting Enterprise Fellowships of £1,000 for one week of their time over a year to promote the enterprise agenda across MPLS.
- RisingWISE: a course for female researchers to develop their leadership and enterprise skills in MPLS. It was jointly developed and implemented with Cambridge University and industry. It improves participants understanding of how research works within industry.
- The Oxford Research Centre in the Humanities has facilitated over 50 Knowledge Exchange Fellowships, with a significant proportion of this total awarded to early- or mid-career researchers. The fellowships provide a 0.2FTE award, to be used either as a teaching buyout, hourly-paid research or teaching assistant, or similar justified project expenses.
- The Humanities Division provides opportunities that are designed and delivered by researchers to their peers. Writing groups, skills workshops, networking and personal development opportunities are all led by early career researchers with Divisional support.
- A library of successful grant applications to assist researchers with designing their own funding applications has been created in Social Sciences Division (SSD) with 76 grant applications uploaded, and access given to 155 users with more than 3,800 'views'.
- Joint divisional & university collaborations arranged to provide more support in Career events for research staff in MSD.
- A MSD [Divisional mentorship scheme](#) has been running for the past two years and more departments are engaged.

Overall, we note that the number of researchers who feel their managers encourage them to think about their professional development has increased to 80%, and the number of researchers who feel their managers actively encourage their undertaking of career development opportunities has risen to 71%. Many developments have occurred in the last year, and thus robust evidence on their impact has yet to be assessed. That said, at the last OxRSS Voice representatives' meeting the consensus was 'we, as research staff, feel enthusiastic about the progress being made and excited to take part in the vision for improved support of the community. We now have a clear pathway to directly inform and influence the policies that relate to us.'

Next steps

Over the course of 2019, the University Advocate and the RSWG have developed an initial set of activities:

- implementation of a revised representational structure for research staff which maps onto the decision-making structure of the collegiate university to give research staff a voice at all levels of the University.
- To work with the Oxford Research Staff Society (OxRSS) to establish a transparent process for recruiting voice representatives.
- To work with colleges to understand the college-only research staff landscape.
- To ensure that every member of research staff is offered an annual Personal and Career Development Review.
- To lay the groundwork for the establishment of a Research Staff Hub.

We will assess success by creating an annual survey of the OxRSS voice representatives and use data from the 2020 Staff Survey to assess progress. Success of the new action plan will be percentage researcher satisfaction (which we will seek to increase, year on year) with the new structures for representation and with clearer communication lines.

University of Oxford HR Excellence in Research Award

Action plan report for 1 Jan 2018 - 31 Dec 2019

Aim	Action	Lead	Timescale	Success measure
1. Representation (Concordat principles 2,5,7) To build on OxRSS' presence on key committees at departmental and divisional level, and to create new and strengthen existing links with key personnel and groups within departments; and to ensure cohesion between these mechanisms so that researchers' voices have influence at all levels of the University.				
New actions 2018-19				
Strengthened links with departmental research staff groups/societies and committees	Appoint rep in remaining departments/faculties not currently represented	OxRSS	End TT 2018	All departments have at least one named contact.
Achievements during 2018-19 OxRSS representation has continued to expand and strengthen over the last two years. Previously there were 42 representatives covering 25 departments and faculties. There are now 55 representatives covering 38 departments or faculties out of 62 departments with significant numbers of researchers. OxRSS has recently confirmed a change to their terms of reference to make explicit that membership includes those who are 'research active' in the colleges, Department of Continuing Education, and GLAM. It is now considered best practice to have more than one representative per department whenever possible because of the high turnover of researchers who are on short-term contracts. Also, several representatives have been recruited because of their interest in representing researchers on University or Divisional committees. The smaller researcher populations in the Humanities Division and SSD mean that having one researcher representative per department may not be practical. We are considering representation from clusters of departments in those two academic divisions. The list of representatives and their affiliations are available here: https://www.ox.ac.uk/research/support-researchers/connecting-other-researchers/oxford-research-staff-society/committee?wssl=1 The Advocate has started to implement a structure for researcher representation at all levels of the University with the OxRSS committee and voice representatives (detailed below).				

	Number of representatives	Division	Total number of departments/faculties/colleges represented	Total number of departments/faculties with researchers	Estimated number of researchers
	20	Medical Sciences	13	16	2,900
	22	Mathematical, Physical and Life Sciences (MPLS)	11	11	1,200
	7	Humanities	6	13	200
	5	Social Sciences	5	15	500
	1	Department of Continuing Education	1	1	Unknown
	1	College-only researchers	1*	N/A	Estimated 400
	0	Gardens, Libraries and Museums (GLAM)	0	6	30
Total	55**		38	62	5,200

* 13 representatives have college affiliations with 12 colleges, out of a total of 38 colleges.

** One representative, the Co-Chair (Voice), is inter-disciplinary and has a contract with two different departments in two different divisions and appears twice.

OxRSS' role as a representative body for researchers to be embedded	<p>Continue and consider representation of researchers on decision-making mechanisms:</p> <p>(a) OxRSS are currently co-opted members of Research and Innovation Committee, the Equality and Diversity Panel and one Divisional Board (MPLS) and sit on the Medical Sciences Research Staff Advisory Group</p> <p>(b) OxRSS representation on informal working groups continues (e.g. housing working group)</p>	Council Secretariat/Divisions	Ongoing	Sustain co-opted representation of OxRSS on University and divisional Committees as appropriate (currently 1 Committee of Council, 1 Panel, 1 Divisional Board and 1 Divisional Research Staff Advisory Board). Continue representation on informal working groups as appropriate.
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Achievements during 2018-19

OxRSS now has representatives on two national committees (The Concordat to support the Career Development of Researchers Strategy Group and the Chair of the UK Research Staff Association), 11 University committees and working groups (including one Committee of Council – the Research and Innovation Committee) and 4 Divisional committees (including the MPLS Board), which are listed here: <https://www.ox.ac.uk/research/support-researchers/connecting-other-researchers/oxford-research-staff-society/OxRSS-representation-on-university-committees?wssl=1>

OxRSS and the University have actively supported the revision of *The Concordat to support the Career Development of Researchers* during the review and drafting period.

Oxford Learning Institute (now People and Organisational Development (POD)) together with the MPLS Division piloted a Voice, Presence and Impact workshop for 20 OxRSS voice representatives on 29 March 2019 to support them with their role on University committees, which was well received. It is planned to make this a standard annual offering.

Please also see the first item in section 2 below, about the creation of the Research Staff Consultation Group (RSCG) to strengthen the researcher voice in the University.

From the last OxRSS voice representatives meeting, Dr Gwilym Rowlands, OxRSS Co-Chair (Voice), reported that ‘We, the research staff, now have a direct presence on several key university committees throughout the decision structure of the University, as well as through the recently appointed Advocate for Research Staff. This provides a clear pathway to directly inform and influence the policies that relate to us.’

Ensure that researchers’ voices input and influence the impact of Brexit to ensure high-quality research continues in Oxford	Run a one-day conference to produce written submissions on the issues that ought to be considered in the Brexit negotiations	OxRSS and Research Services	End HT 2018 By end of MT 2018	Conference held and minimum attendance target of 50 researchers reached. Documents with recommendations for the issues needing consideration to facilitate high-quality research in UK Universities produced and made available.
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Achievements during 2018-19

OxRSS organised a one-day conference entitled ‘The Impact of Brexit on Research at Oxford’ on the 23 February 2018 at the Oxford Martin School, which was well-supported by the Vice-Chancellor of the University of Oxford, Professor Ian Walmsley (the Pro-Vice Chancellor for Research and Innovation), Professor Alistair Buchan (Head of Brexit Strategy), several Heads of Oxford’s colleges, Anneliese Dodds (MP for Oxford East) and Universities UK. 60 members of research staff attended, despite this day coinciding with a pensions strike.

The aim of this one-day meeting was to discuss the issues that ought to be considered in the Brexit negotiations to ensure high-quality research continues in Oxford. The presentations took stock of the current regime and of the impact Brexit is likely to have on each area under consideration, and are available here: <https://www.ox.ac.uk/research/support-researchers/connecting-other-researchers/oxford-research-staff-society/impact-brexit-research-meeting-presentations?wssl=1>

The recommendations arising from the conference are available here: <https://www.ox.ac.uk/research/support-researchers/connecting-other-researchers/oxford-research-staff-society/oxrss-recommendations-brexit-research?wssl=1>

Nurture new partnership between OxRSS careers sub-group and the Careers Service towards sustainable collaboration driven by researcher priorities.	Establish termly/bi-termly meetings with lead Careers Adviser and colleagues planning specific events (e.g. Insight into Academia seminar series, Careers Conference for Researchers and International Careers Day)	Careers Service / OxRSS	Ongoing	Working group membership retained (one representative per division), most members and linked Careers Advisers consider the group to be influential and effective in achieving joint work measured by termly anonymous poll.
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Achievements during 2018-19

The partnership between OxRSS and the Careers Service has been strengthened by activity by both parties and further collaboration between the two. These include the recruitment of further members to the Careers Working group to achieve representation across the Divisions (nominally two members per Division); a dedicated liaison with a newly-appointed second Careers Adviser dedicated to supporting research staff and research students (Dr Rebecca Ehata), and by collaboration in the planning and running of our recent annual Careers Conference for Researchers focusing on options beyond academia (details below). Careers Working Group members ran an OxRSS stand at this conference, and when consulted by a third party in a recent meeting about whether they wanted to sustain their membership, all assented with enthusiasm.

The two lead Careers Advisers for researchers value this close link with OxRSS, finding it very useful to discuss ways to broaden access and relevance of the Careers Service offer with researchers who can speak on behalf of their wider constituencies. We are pleased that as a result of recent appointment of a new OxRSS chair and committee, meetings between the CWG and Careers Service will resume on a more regular basis (termly at minimum) from TT2019 onwards in order to expand our consultative planning into more events including the skills workshop offer, Careers Fairs and sector-based Insight seminars.

2. Transparency and equality of opportunity (Concordat principles 2,3,4,5,6)

To ensure that researchers are aware of relevant policies on e.g. eligibility for grant applications, teaching opportunities, research strategies, and other career and professional development opportunities, and have equal access to and support for taking advantage of them; or that where access is limited that this is communicated proactively and transparently.

New actions 2018-20				
Review and revise the governance mechanism in line with strategic priorities	Consider the alignment of RSWG as a group operating within the University's strategic REF programme reporting into Research and Innovation Committee: (i) Form new group, the Early Career Researcher Forum (ii) Agree terms of reference (iii) Formulate and agree ECR strategy (iv) Regularly report into R&I Committee	PVC Research & ECRDF	By end of HT 2018 By end of HT 2019 Ongoing	Group established ECR strategy agreed and published Forum reporting in to Research and Innovation Committee
<p>Achievements during 2018-19</p> <p>A working group was reconstituted the 'Early Career Researcher Development Forum' (ECRDF) in 2018 and renamed the Research Staff Working Group (RSWG) in 2019. In January 2019, Professor David Gavaghan was appointed the University's Advocate for Researchers. He has submitted a strategy for the RSWG and RSSC to the University's Research and Innovation Committee (RIC), and regularly reports to this committee and the Pro-Vice-Chancellor for Research, Professor Patrick Grant. One section of this paper includes proposals that have been agreed by RIC for creating the Research Staff Consultation Group (RSCG), which provides a forum for research staff to identify and prioritise themes and measures which will advise and inform the strategy, initiatives and priorities of RSWG and the Steering Committee.</p> <p>Specifically, the purpose and role of RSCG is to:</p> <ul style="list-style-type: none"> • Provide a focus for effective communication within and across the research staff community, seeking out and bringing to the group perspectives, priorities, insight and issues from research staff across the collegiate University. • To identify and prioritise initiatives, and work with RSWG in identifying priority themes and corresponding actions in order to inform and mutually agree the RSWG action plan. • Encourage two-way communication regarding RSWG activity with the Oxford Research Staff Society (OxRSS) members and the research community more broadly. • Augment the work of the OxRSS and to promote the interests of OxRSS to the RSCG and RSWG, and within the Collegiate University. • Work with OxRSS to coordinate the representation of research staff on key University, divisional, departmental and Conference of Colleges committees so that views expressed in those committees are representative of the views of the research staff community as a whole. <p>To ensure that the views expressed by research staff representatives at all levels are genuinely representative, OxRSS will continue (with University support) to hold termly Voice Representatives meetings to which all Departmental Voice Representatives will be invited.</p>				

Continue to develop career review support for research staff, accessible to all eligible researchers	Provide structured support for the development of research and teaching: (i) Investigate the use of the Apprenticeship Levy to fund the 'Aspiring Academic' programme (ii) Pilot programme (iii) Roll out programme, pending successful pilot	OLI	By end MT 2019	Percentage of researchers agreeing that they feel supported to think about their career development increases to 80% (2018 Staff Survey)
	<p>Achievements during 2018-19</p> <p>Following review of the Academic Professional apprenticeship, this was regarded as unsuitable for Oxford's research staff community. We continue to use our Developing Learning and Teaching and PG Certificate in Teaching and Learning in Higher Education programmes for this audience. Oxford will return to accreditation of its PG Cert with Advance HE in 2019-20: a driver is the opportunity this offers our research staff community to achieve qualification which is recognised nationally/internationally. In support of this, we will reshape our current Developing Learning and Teaching programme, which has the potential to feed into the PG Cert, to create an Advancing Teaching and Learning programme in 2020/21. 281 participants undertook these programmes in 2018/19 (increased from 200 in 2017/28).</p> <p>A comparison of the 2016 and 2018 staff survey results show that the percentage of researchers agreeing that they feel supported to think about their professional development has increased to 80%.</p>			
	Explore the options for development centre approaches to provide additional support and development for specific target audiences a) Investigate the feasibility of a leadership development programme for researchers with the potential to progress to multiple, significant grant awards, with a view to piloting with one cohort of 15-20 participants b) Pilot one cohort of a career review programme for early to mid-career researchers, targeting women and BME staff groups and review c) Share learning with colleagues across the University and consider for wider implementation	Research Services and OLI OLI and MPLS ECRDF	End MT 2018 End TT 2019 End HT 2020	Application for funding submitted; if successful, design for programme started Pilot delivered and evaluated with at least 70% satisfaction for cohort of 8 (cohort size designed to allow participants to work in depth with a media consultant on personal impact) Evaluation reports completed and reported to ECRDF and R&I Committee
	<p>Achievements during 2018-19</p> <p>a) Feasibility indicated a more specific need to create and support a public engagement leadership programme and a pilot commenced in MT 2019, designed by RS and supported by POD.</p>			

b) Piloted two programmes for women and BME postdocs in MPLS and MSD with strong 80%+ positive feedback.
 c) Learning has been shared with Athena SWAN (AS) leads and Researcher Developers who will consider the learning option as part of their AS action plans and local learning and development plans. POD is now offering to support departments in analysing data and creating local people development plans. These may form part of an AS submission or may simply be part of a department plan.
<https://pod.admin.ox.ac.uk/book-a-people-development-planning-meeting>
<https://pod.admin.ox.ac.uk/support-for-athena-swan-leads>

Develop support for research grant applications by: (i) Audit the current support that is provided to those making grant applications in order to identify gaps; on the basis of this, take action to ensure consistent minimum levels of support across MSD; (ii) Establish a network to provide training, updates and peer support for grants administrators in clinical departments; (iii) Extend learning to all Divisions as appropriate to their context.	MSD Assistant Registrar Research	End HT 2019 End HT 2019 End MT 2019	The percentage of researchers who say they feel supported in making the next step in their career increases from 72% (2016 survey) to 75% (2018) to 78% (2020)
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Achievements during 2018-19
 (i) The University's staff survey questions were streamlined in 2018 in response to feedback. The questions used in both the 2016 and 2018 survey that are indicators of staff perceptions on manager support for career and personal development are listed below. These give the University a means of measuring progress.

Staff Survey – Research staff only (agree)		
My manager/supervisor...	2016	2018
Supports me to think about my professional development	78%	80%
Actively encourages me to take up career development opportunities	68%	71%

OxRSS together with the Careers Service and Research Services run an annual Fellowship and Interviews workshop, which ran on 10 April 2019 for 20 people.

Members of Research Services (RS) regularly run a 'Get that Grant' workshop for the Medical Sciences Division, as well as running various workshops relating to specific grant schemes for departments and groups of researchers e.g.

the Royal Society's University Research Fellowship scheme. RS also contribute on a regular and more *ad hoc* basis (e.g. collaborating on the MPLS proposal-writing workshops) to courses and seminar days run by other groups within the University, for example a recent careers afternoon organised by the Oxford Metabolic Health Group (in conjunction with the Careers Service.)

The Research Services Strategic Development team provides tailored support for large or strategic grant applications and facilitates practice interviews where appropriate (although Early Career schemes are mostly supported within Departments/Faculties). The team is currently also undertaking a project aiming to improve researcher diversity in research funding success.

The John Fell Fund is an internal strategic research Fund (originally set up in 2006) intended to foster the development of new research and a proactive approach to research funding opportunities in all areas. £5m has been allocated by the University to the Fund on an annual basis since 2006. The Fund provides support to early career researchers (either by providing a match for part-funded external fellowships) or by providing start-up funds to enable applicants to accelerate the establishment of their research. From inception to 2017/18 (the date of latest published report) the Fund has provided £15,778,000 of funding to early career researchers (who for the purposes of the Fund are defined as applicants who are in the early stages of their careers as independent researchers, and who have held a post that includes responsibility for developing their own research agenda for less than five years). In addition, the John Fell Fund sets aside £250,000 for each division per annum, that they can use to support research areas of strategic importance. Both the Humanities and SSD have chosen to support ECR holders of Leverhulme Fellowships as a priority for their divisions, which is regarded as a successful and worthwhile use of these funds. The total value of divisional awards to ECRs under the John Fell Fund is £3,449,165 with a total of 122 awards.

(c) Clinical departments

Below we give 2 flagship examples from clinical departments.

The Radcliffe Department of Medicine (RDM):

Grant Writing Workshops

In RDM's 2014 staff survey, 39% of female respondents and 25% of male respondents felt they had insufficient experience of grant writing which led to the organisation of grant writing workshops. The course is now an embedded part of the department's learning and development plan and presented annually. In response to requests, RDM will extend their support through offering Postdoctoral Research Assistants (PDRA) 'observer' places on internal grant review panels. There is no prior data and the latest year of data is not available, but 74% of women and 81% of men who attended these workshops and applied for a grant during 2015-18 were successful.

RDM fellowship support

Another agreed action from RDM's 2015 Athena SWAN Silver Action Plan (SAP 2015) was to develop support for women at the transition points of PDRA to intermediate fellowship, and subsequently to senior fellowship:

- Applications are reviewed internally, and constructive feedback provided
- Applicants are advised to apply for an RDM Mentor
- The Communication and Public Engagement (PE) Manager provides help with scientific and lay abstracts, and the PE and Pathways to Impact sections
- If invited for interview, given at least one mock interview

Talks on applying for fellowships are held every 18 months.

The outcome of these strategies was that 21% of women and 43% of men who used them and applied for fellowships were successful. A rigorous administrative process has been created, and a recognition that female researchers have lower success rates. Additional gender-specific fellowship support, and a mid-term review for fellowship holders have been introduced to ensure their research is progressing and that they are on track for renewing their fellowship or applying for a more senior award, as appropriate.

Internal funding support

There are University funding schemes which enable PDRAs to obtain preliminary data for external fellowships. RDM introduced internal deadlines and review panels to provide constructive feedback. We now have evidence of improvement in female/male success rates with 54% of women and 73% of men being successful. Two of the internal funding schemes had eligibility criteria that stated applicants had to be a PI. RDM successfully lobbied for a change, such that a PDRA working towards an external fellowship application, should be allowed to apply and hold funding in their name. Another benefit of assembling internal review panels is that PIs from different divisions come together, building integration.

RDM pump priming funding

In 2014 to help establish new collaborations across RDM, a call for pump priming funding was introduced. Initially PIs had to be the lead applicants but to assist with career development they changed this in 2016, so now senior PDRAs can be lead applicants. Since then five pump priming awards were made with four female senior postdocs as one of the lead applicants.

Funding database and bulletin

RDM produce a termly funding bulletin and have a funding database on their website. The weekly Bulletin publishes imminent research and funding deadlines and news.

Unsuccessful applications

Where an individual is unsuccessful a member of the Research Funding Team arranges to meet with them and go through the feedback to identify key issues. They ensure that the applicant discusses their feedback with their supervisor and suggest they talk to at least one other PI. Depending on the award and feedback, the HOD may also meet the applicant. Internal review processes will ensure the feedback has been addressed if the grant is re-submitted.

Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences (NDORMS):

NDORMS offers substantial assistance to researchers applying to external funding bodies. The Department uses its established team of 5 grants staff members to advertise funding opportunities, as well as the Departmental bulletin monthly/termly meetings and direct personal contact. They also help applicants to contact previous successful applicants in the Department and the wider academic community.

Mock interviews by previous successful applicants and staff who are members of funding panels are provided. In situations where a proposal has been rejected, The NDORMS grants team are able to give support and advice to the applicant, including suggesting alternative funding streams.

In the 2017 survey to all research staff in NDORMS:

Regarding application for research grants:

- 83% reported that they felt supported by the department.
- 85% felt well informed of potential upcoming opportunities

Regarding applications for research fellowships:

- 89% reported that they felt supported by the department.
- 90% felt well informed of potential upcoming opportunities.

(c) Learning from other divisions

Humanities Division

The Humanities Division has a research facilitation team consisting of the research support manager, four research facilitators, a part-time research support officer, and two project support coordinators. Their role is to support colleagues applying for external research funding, working closely with the applicant, the University's Research Services, and faculties by providing timely management of information, targeted support, and advice to the HAF/FBC and the chair of faculty research committee on research funding and support. The project support coordinators are responsible for post-award administration on specific large grants and are grant-funded. [Note: in particular support for early career opportunities here: <https://www.humanities.ox.ac.uk/early-career-opportunities>. In 2017-18, the Division received 25

competitively-awarded post-doctoral fellowship awards from the European Commission, Leverhulme and Wellcome Trusts and British Academy.]

TORCH managed by the Head of Research Partnerships, who advises and supports the Academic Director, with a team consisting of an Operations Manager and support staff for communications projects, events and international support. TORCH aims to stimulate and support research that transcends disciplinary and institutional boundaries, through funding networks, hosting visitors, and creating University-wide programmes showcasing research. TORCH provides a range of training and development opportunities for early-career academics (including DPhil students and postdoctoral researchers). Taking TORCH's research themes as their inspiration, these events comprise media training, public engagement initiatives, writing workshops, social events, and career planning workshops. During 2019 TORCH held 400 such events, with audiences of over 19,000 people. Over 50 Interdisciplinary research networks have been set up and supported through TORCH since 2013.

TORCH initiatives designed specifically for early-career academics are here: <https://torch.ox.ac.uk/earlycareer#tab-853961>.

Humanities also run a Knowledge Exchange Fellowship scheme for ECRs, which includes briefings and surgeries for applicants, and then induction and support for award holders (who receive a one year 0.2FTE contract to undertake their project). Of the 55 KE Fellowships supported in Humanities, 15 of them were early career academics. See:

- <https://torch.ox.ac.uk/knowledge-exchange>
- https://torch.ox.ac.uk/sites/default/files/torch_-ke_brochure_high_res_final.pdf

(Re: primary route of communication with research staff): Facilitators meet 1:1 with researchers to discuss specific applications and provide bespoke sessions/events (eg post-docs briefing). Faculty updates through email and attendance at faculty meetings. Careers advice can be provided as required. There is also pre-set Research Professional Funding Opportunities search aimed at Early Career Researchers in the Arts & Humanities <https://www.researchprofessional.com/funding/search/90946959#1554221585609> (you need SSO to access it)

MPLS Division hold two workshops twice a year (Introduction to writing successful research proposals and How to write a Fellowship application) for researchers.

(ii) The Research and Innovation Support Network (RISN) is a group of research support professionals, including research grant managers, research facilitators, research project managers and all other types of research support role. 484 people have signed up to RISN news circulars, and there are regular meetings (usually attended by up to 50

<p>people) to discuss research support roles, including training on both broad and sometimes specialist issues for those who support research staff with grants applications. For example at the RISN meeting in May 2019, there was an interactive session led by the Advocate and the Assistant Registrar (Research) on Research Staff Development, at the October 2019 meeting there was a session on 'Facilitating Interdisciplinary Research,' at the December 2019 meeting a 'Review of Financial Management' and at the annual RISN conference in September 2019 (at which there were over 100 participants) there were sessions on 'Routes to Success,' 'Funding Innovation,' and a 'People, Skills and Training Think Tank'.</p> <p>(iii) The learning from these case studies is being collated and the key themes will be communicated to RSWG and all Divisions.</p>			
Learn from department good practice to develop a framework to build the experience of early career researchers as co-PIs	ECRDF	End HT 2019	Draft framework produced for consultation
<p>Achievements during 2018-19</p> <p>In NDORMS, ECRs (who are often also health professionals within the NHS) who have ideas for potential clinical trials are paired with experienced senior clinical academics who have experience in the grant application and management process. Together they develop a research proposal, which is submitted for funding with the ECR as a co-PI.</p> <p>Also, the John Fell Fund (JFF), an internal strategic research Fund, has been evaluated by the Medical Sciences Division as 'providing hands on grant related experience for ECRs in a safe environment. The experience of applying for JFF support is likely to have a positive impact upon an ECR's ability to secure external competitive funding in the future. As a result of the Review the JFF Committee has undertaken to review volumes of ECR bids and awards on an annual basis and it has been agreed to hold a JFF ECR Evening to celebrate ECR awards and successes.' The JFF has supported ECRs applications as co-PIs.</p> <p>A framework of examples of successful collaborations is being developed.</p>			
Pilot a library of resources in SSD to support those preparing grant applications and avoid reliance on personal networks	Head of RS, Science area, with SSD	End TT 2019	Library piloted

		E&D lead		
Achievements during 2018-19				
A library of resources has been created with 76 successful grant applications uploaded, and access to the library given to 155 users. There have been more than 3,800 application 'views.' Our constraint is the number of contributions to the library: multi-institution applications need permissions from all collaborators before grant applications can be uploaded.				
Pilot a web application with details of all researchers to facilitate collaboration and building of inter-disciplinary teams		Head of Research Systems	End TT 2019	Application piloted and evaluated
Achievements during 2018-19				
A web-based search and discovery tool called the Oxford Research Finder is being built. This includes details of all researchers sourced from Symplectic Elements, the University's current research information system, to facilitate collaboration and building of inter-disciplinary teams. The Oxford Research Finder will go live internally, though it will be designed with an external audience in mind. Thus, the transition to becoming an external tool should be made easily. The tool will be live and available to Oxford users by the start of TT2020.				
Establish small group researcher symposia with a view to making an annual event		Medical Sciences Division	End MT 2018	Discuss and agree at Research Staff Advisory Group
Achievements during 2018-19				
The Research Staff Advisory Group reviewed the value and impact of an annual researchers' symposia and agreed that it a sustainable and impactful solution is to hold these at Departmental level. Many departments in the Medical Sciences Division already hold such events, and thus, duplication at the Divisional level would be inappropriate. Please see Appendix A for information on the Departmental initiatives in all 16 MSD departments held for researchers.				
Extend awareness of jobs beyond academia or at its interface by expanding annual 'Careers Conference for Researchers'	Build on the success of 2017 pilot and extend their interaction with employers keen to recruit postdocs through skills sessions and networking opportunities	Careers Service / OxRSS	Planning MT17 for 17 th March 2018	Uptake of conference places increases to 150+, spread across departments and feedback from feedback from researchers and employers indicates 70% satisfaction
Achievements during 2018-19				
Since its pilot in June 2017 (85 participants), we have seen a steady rise in numbers and in diversity of subject area in conference participants. In March 2018, 66 research staff signed up to attend with the vast majority from MSD or MPLS (only 7 from Humanities and Social Sciences combined). In March 2019, 158 research staff enrolled with a more even distribution across departments and Divisions. Amongst participating researchers (staff and DPhil students), 27 were from 8 departments in Humanities, and 34 from 13 departments in Social Sciences. For this most recent conference,				

we piloted giving research staff an advance registration period which succeeded in getting sign-ups. While we were pleased with attendance overall, we will investigate whether and how we can reduce cancellations (25 this year), and more specifically no-shows (20 this past year) and ensure all research staff have opportunity to attend.

Feedback from researchers and employers indicates over 70% satisfaction, with over three quarters of respondents saying that the first aim:

- To broaden knowledge of career options beyond academia, was either fully or mostly met; more than two-thirds saying the same about the other two aims, namely:
- To provide opportunities to talk to employees and employers in a range of sectors and organisations
- To develop, confidence in using the professional skills and personal development techniques that boost employability.

Provide experiential learning opportunities in employability skills that researchers typically recognise to be weaker or missing	Learn from the current pilot of The Researcher Consultancy to assess feasibility for expansion. This term's offer of 30 places for researchers is full, the specialist training highly valued and participants now engaged in analysis ready to deliver presentations to clients in March 2018.	Careers Service and local companies, NGOs, OU dept's	TT 2018	<p>Number of client projects identified for next round (target 8)</p> <p>Number of research staff applying, passing assessment and able to take up places (target 50 applicants for 40 places)</p> <p>Sustainable funding source found (proposal to KEISC)</p>
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Achievements during 2018-19

In response to demand from research staff, The Researcher Strategy Consultancy has grown from a pilot to a fixed annual programme in the Careers Service offering two general rounds and one specific round focused on a sector of work. In 2018/19, the specific programme is in Health and Life Sciences. We have found that spreading an increased total number of participants (approx. 95 per year), and client projects (16) across the year is more practical for everyone, allowing more people to timetable in this experience and enabling consistently high-quality training and support from Careers Advisers and other leaders in this programme. The total number of research staff applying was 25 for the general programmes and 35 for the Health and Life Sciences programme.

Funding for this programme is stable for the coming years and the Careers Service Director has approved it as a core programme, meaning that sustainable funding sources will be found.

3. Management and leadership (Concordat principles 1,2,3,4,6)

To equip all PIs and supervisors to be confident and competent both as managers and leaders in recruiting, managing, and developing researchers, for equitable and good practice and to support individual researchers in developing in their roles and careers.

New actions 2018-20				
Ensure that researchers are supported to pursue their leadership aspirations	a) Map and document approaches used within departments to create opportunities for early career researchers and academics to gain leadership experience	ECRDF	End MT 2018	Mapping complete
	b) Facilitate discussion groups for staff at different career stages to explore what leadership means to them, what opportunities to develop experience might be available and how the University can better support them to achieve their aspirations. These discussions indicate that there is no appetite for a talent pool approach and a much stronger appetite for self-directed learning, for existing Aspiring PIs and New PUIs workshops and matched with effective Career Development Review conversations. This will be taken forward by Research Staff Development Forum (RSDF).	EDU	End HT 2019	Discussion groups completed and feedback produced for ECRDF
	c) On the basis of these discussions and existing good practice, provide guidance on what type of leadership experience is feasible and most beneficial at each career stage		End MT 2019	Resources available
	d) Introduce staff survey question on researchers having the opportunity to develop leadership skills		End MT 2020	Question included in staff survey
Achievements during 2018-19				
<p>a) A programme for women researchers who want to develop their leadership and enterprise skills has been jointly developed and organised with Cambridge University and industry called RisingWISE. The course runs over several weekends, and it has been found to improve participant's knowledge and understanding of how research is conducted within industry, and how they can transfer their existing skills to different settings.</p> <p>Oxford University Innovation (OUI) provides support for researchers and staff with ambitions to commercialise their research, utilise their expertise in the business world, or develop entrepreneurial ventures unrelated to their University employment. In the last academic year OUI created 23 new ventures, with academics and staff from more than 15 departments involved as founders, in some cases going on to take positions in the new companies. 338 University staff were supported by OUI's Consulting Services team to complete more than 530 consultancy engagements, and the Startup Incubator now averages more than 10 new applications every month. OUI's support extends to all Divisions, and this year included the</p>				

creation of two social enterprises: sOPHla, a multi-dimensional poverty fighting index, and Greater Change, an app which allows for secure, cashless donations to the homeless.

A pilot public engagement leadership programme commenced in MT2019, designed by RS and supported by POD.

POD has developed workshops for aspiring research leaders and new research leaders and 12 have been delivered, bespoke in divisions in support of local people development plans.

MPLS has developed and run a Leadership in Action programme since 2017. Initially this was based on the Vitae course of the same name and was run for researchers from the MPLS division. The 2018 and 2019 iterations, which have been modified, have been run in collaboration with SSD who have provided facilitators and participants as well. There have been 68 participants and the mean average feedback given was 8.9 out of 10 for the programme.

MPLS is piloting a programme for Early Career Academics on Leadership and Innovation in early 2020. Participants will be nominated by their head of department. If successful, this will become part of the division's growing portfolio of leadership programmes including courses on coaching and negotiation skills.

b) and c) The Advocate, POD, Careers Service and EDU have initiated a series of focus groups, undertaken by the Researchers Strategy Consultancy, to explore what leadership means to research staff, and what opportunities and support are provided within the University to develop leadership skills. The findings were that leadership is a broad concept of which two different types can be distinguished in the academic environment: group leadership and field leadership. Group leadership is characterised by leading, inspiring and motivating a group of people that work together to achieve shared goals. Field leadership is also important in academia and involves being a recognised pioneer and driver of innovation in the global research environment. Both types of leadership involve having a vision, which determines the direction of the research conducted by the people performing it. The conclusions were that the University is undeniably world-leading in field leadership, but that improvements could be made in group leadership. They recommended a three-pronged approach:

1. Increase awareness of the importance of developing and opportunities to develop leadership skills
2. Give researchers incentives to develop group leadership skills, for example by hiring or promoting individuals based on their ability to lead a group
3. Offer resources to develop leadership skills to researchers of all levels of seniority and across all divisions of the University

Overall, the University should start to foster the desire in researchers to develop group leadership skills as well as field leadership skills. The outcomes of this project will inform the development of PI training materials and will be the basis for more detailed studies.

A review of PDR (personal development review) undertaken by HR and POD in 2019 has led to revised PDR principles at the institutional level which incorporate provision for a researcher career development review scheme. This will be taken forward by RSSC and RSWG in consultation with RSCG and will include guidance on support available to researchers to develop leadership confidence at different career stages.

d) Question included in staff survey. Next staff survey will run in late Spring 2020.

Equip PIs to feel confident managing, leading and developing researchers	a) Agree and deliver prioritised provision for PIs and Aspiring PIs with each division b) RSWG to review existing and plan for enhanced support for PIs during its action planning round in 2019/20	OLI	End MT 2018 End HT 2019	Plans agreed and based on divisional/departmental priorities % survey respondents who say their PI is supportive in helping them to think about next steps in their careers increases to 75% by 2020
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Achievements during 2018-19

1. Agreed programmes delivered (12 across all divisions). RSWG to review existing provision and plan for enhanced support for PIs during its forthcoming action planning round.
2. A move to a new web content management system means that we are no longer able to track this data. We will identify a new measure.

Staff Survey – Research staff only (agree)		
My manager/supervisor...	2016	2018
Supports me to think about my professional development	78%	80%
Actively encourages me to take up career development opportunities	68%	71%

4. Parity of experience (Concordat principles 2,6,7)

While acknowledging differing local needs and contexts to share and encourage good practice across departments in the areas above, so that the experience of a University of Oxford researcher is excellent wherever that individual is based, and whatever their gender, ethnicity, job role, age, or other characteristics.

New actions 2018-20

Ensure a mentor is available to any researcher	Introduce an online mentoring matching tool (i) Pilot within the Radcliffe Department of Medicine (RDM)	OLI and RDM	End TT 2018	
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who would benefit from mentoring	(ii) If pilot successful, propose approach to all divisions		End TT 2019	Pool of 80 mentors available to all staff (including researchers) in RDM Mentoring pair data (progress and success) from online system used to review progress and plan next steps
<p>Achievements during 2018-19</p> <p>The RDM Mentoring scheme, led by a female academic, was launched in 2014, and is open to all. The scheme now has a dedicated coordinator and mentoring committee which reports to the Athena SWAN self-assessment team.</p> <p>The scheme is promoted at induction, via the website, the bulletin, promotional material and at events such as the annual Symposium and graduate induction day.</p> <p>The number of “live” relationships has more than trebled from 22 (2014) to 68 (2018), there have been a total of 171 matches since 2014. Of the current mentees 67% are female, exceeding the 53% female population currently working in RDM.</p> <p>The RDM mentoring scheme is held up as an exemplar of good practice, as evidenced through: a request to give a presentation at the University’s UAS conference; giving presentations to several other departments; working with POD on purchasing a Mentoring software system. The Chair of the Mentoring Committee and the coordinator are also founding members of a UK mentoring network, STAMINa.</p> <p>In 2020 the RDM Mentoring Scheme committee is launching a pilot project aiming at meaningful culture change via mentoring dialogues. The pilot focuses on using effective conversations to actively prompt culture change in RDM. This pilot will take the shape of mentoring dialogues between paired RDM individuals regardless of their status or grades on 4 specific topics as listed below:</p> <ol style="list-style-type: none"> 1. What it means to belong to the University 2. Career development and pathways 3. Support and Wellbeing 4. What makes a good manager/PI <p>In 2018, with POD, RDM invested in mentoring software to improve the support available on-line, the overall user experience, and reporting/monitoring.</p>				

	<p>In addition to our own mentoring scheme, staff and students have access to several other schemes within the University.</p> <ul style="list-style-type: none"> • Oxford Senior Women’s Mentoring Network (7 mentees and 5 mentors from RDM). • MSD Divisional Mentoring: Peer mentoring circles scheme for all staff (6 mentees from RDM). • Pivot: A mentoring scheme for Black and minority ethnic staff (1 mentee from RDM). <table border="1" data-bbox="595 432 1641 592"> <thead> <tr> <th data-bbox="595 432 1216 475">Academic and Research Staff Survey 2018</th> <th colspan="2" data-bbox="1216 432 1429 475">Female</th> <th colspan="2" data-bbox="1429 432 1641 475">Male</th> </tr> </thead> <tbody> <tr> <td data-bbox="595 483 1216 526">Find mentoring useful</td> <td data-bbox="1216 483 1323 526">98%</td> <td data-bbox="1323 483 1429 526">42</td> <td data-bbox="1429 483 1536 526">98%</td> <td data-bbox="1536 483 1641 526">40</td> </tr> <tr> <td data-bbox="595 534 1216 577">Do not find mentoring useful</td> <td data-bbox="1216 534 1323 577">2%</td> <td data-bbox="1323 534 1429 577">1</td> <td data-bbox="1429 534 1536 577">2%</td> <td data-bbox="1536 534 1641 577">1</td> </tr> </tbody> </table>					Academic and Research Staff Survey 2018	Female		Male		Find mentoring useful	98%	42	98%	40	Do not find mentoring useful	2%	1	2%	1
Academic and Research Staff Survey 2018	Female		Male																	
Find mentoring useful	98%	42	98%	40																
Do not find mentoring useful	2%	1	2%	1																
<p>Ensure equality of opportunity in career development for under-represented groups, in order to prevent pipeline loss of BME and women researchers</p>	<p>Increase participation in Pivot BME Staff Mentoring Scheme amongst researchers</p> <ul style="list-style-type: none"> (i) Collect and analyse ethnicity data on members of the Find An Expert database (ii) If necessary, introduce mechanism to increase number of BME contributors 		<p>EDU</p>	<p>End HT 2019</p>	<p>Number of BME researchers participating in Pivot increases from nine to 15 in 2018</p>															
	<p>Achievements during 2018-19</p> <p>In response to participant feedback, the Pivot mentoring programme relaunched in 2018/19. The scheme focuses on one-to-one mentoring of minority ethnic staff with a mentor at a higher grade who could be of any ethnicity. While overall staff applications to the scheme have increased, the number of research staff applying to participate, and who will be involved in the scheme remained at 9.</p> <p>Achievements during 2018-19</p> <p>The University has begun to run a series of monthly ‘research spotlight’ interviews, giving our audiences the chance to get to know the people behind our research, and the diverse pathways that they each took to get to Oxford. 60% of these interviews have featured BME academics because of the focus on them during Black History Month in October 2019. The series is intended to show the variety of research that the University produces, and also that our academics themselves, come from all walks of life, regions and ethnic backgrounds, and if you are talented and willing to work hard, anyone can achieve success. It is very important to weave access messaging into all areas of university life, including research communications.</p>																			

<http://www.ox.ac.uk/news/science-blog/research-spotlight-%E2%80%99i-want-get-high-enough-chain-pull-others-over-wall-me%E2%80%99>

Also, during 2017-18 the University ran series of interviews of women in science, of which 20% featured BME researchers.

Pilot career review programme for women researchers

OLI/MPL
S

End TT
2018

Pilot complete and feedback
indicating 70% satisfaction

Achievements during 2018-19

Two pilot workshops designed by POD in collaboration with divisions were completed in MSD and MPLS with 80%+ positive feedback. The design is now available to all divisions to use.

The Pathways career review programme for women has continued to be delivered in MPLS in 2018, there were 17 participants who gave the course a mean average of 80% in their feedback. The course will be run again in 2019/20.

Appendix

Aim: Continue to develop career review support for research staff, accessible to all eligible researchers

Establish small group researcher symposia with a view to making an annual event	Medical Sciences Division	End MT 2018	Discuss and agree at Research Staff Advisory Group
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The Research Staff Advisory Group discussed having an annual symposium and agreed that it would be better for such meetings to be held at Departmental level. The following activities and symposia to support researchers have been held by all 16 departments within Medical Sciences:

Department of Biochemistry

Annual symposia:

- Annual Recess for all (research) staff. This is a full day event organised by the Department. They have been held on 16th April 2018 and on 23rd April 2019. It's all about research, with PIs and postdocs present.
- Annual Postdoc Poster Session organised by our postdoc association. This is a 3-hour event. We had our first one on 17th May 2018 and will have a second one on 16th May 2019 jointly with Department of Physiology, Anatomy and Genetics (DPAG) and the Dunn School of Pathology postdoc associations. We organise everything and the Department does support this activity financially (in addition to external sponsorship we get).
- Annual Postdoc Retreat organised by our postdoc association. This is a full day event, and 70-80 of our postdocs attend (out of approximately 100). We do not do research/science talks but rather focus on careers and other topics relevant to postdocs (how to get research funding, impact of Brexit, networking, employability skills workshop, etc).

The postdoc association also runs several workshops on (academic) funding and job applications and CVs. We also do a monthly coffee morning which is mainly intended for networking and social support.

Department of Physiology, Anatomy and Genetics

We have researcher symposia on a termly basis.

Department of Experimental Psychology

In November 2018, there was a symposium where early career researchers had a chance to present their research. Each individual lab usually has weekly meeting to discuss both research and researcher issues or for researchers to practice their presentations/scholarships/applications. In addition to this, some labs organise monthly meetings where DPhil/Post-Doc/ECR can present their research and receive further feedback,

questions, and suggestions. The department hosts seminars every two weeks where DPhil students can present their ongoing work and receive feedback, swap ideas and network. For ECRs and post/doc there are the Beacon seminars (seminar on neuroscience) and Learning and Developmental seminars, which both occur weekly.

Nuffield Department of Clinical Neurosciences

We have regular seminars (about once a term) with lunch provided to allow DPhil students, ERCs and new professors to showcase their work.

Nuffield Department of Population Health

A researchers' symposium was held on 27 March 2019 at the Said Business School.

Nuffield Department of Clinical Medicine

We have held a researcher symposium where post-docs and researchers present their work, usually during the annual 'away day'. In addition, there are regular mini-symposia days within the centre, for specific areas of research where research staff from different groups present their work.

Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences

We had the NDORMS career session on 27 March 2018. The research groups in the Botnar Research Centre have weekly or monthly informal meetings where researchers can present their work and receive feedback.

Nuffield Department of Women's & Reproductive Health

1. There are weekly departmental seminars where the following may be covered:
 - a. Invited speakers
 - b. MSc and DPhil candidates present their work
 - c. Departmental (once termly) meetings, where all sorts of issues could be discussed, which could include research-related issues
2. We have our weekly seminars as well, but speakers can include research staff talking about their work or sharing/teaching research-related skills/expertise.
3. We have an annual Away Day where all sorts of things could be talked about, like how the department can help improve/support all its staff. Research-related issues could be raised in the process. So like what we did last year (18 June 2018), it resulted in the department creating a focus group which is tasked to develop some kind of a white paper meant to support the development of research staff (not sure how wide the remit is, though, whether it is all for research staff only or all staff but what I was told was that it is for the former). [Gathered comments from the Away Day included items like lack of support/lack of clarity of pathways for career progression, among others.]
4. One of the items raised at this Away Day was to consider holding a research symposium so there is more interaction across the department and to know the different research activities going on and hopefully promote collaboration. It hasn't happened yet, and not sure what the planned action on this is.

Department of Oncology

In the department of Oncology, as Oxford Institute of Radiation Oncology, we held symposia on 27 September 2018 and on 10 May 2019. They were both one-day events where postdocs present their work (oral presentations and posters) and external speakers from both inside and outside academia are invited to speak, focusing mainly on their careers. Members of our Core Facilities are also invited to present a poster. At the end of the day a networking reception is held. The day is organized by the Postdoc Committee, free for all, and is sponsored by the Department of Oncology, although last year and this year the committee managed to find 3 external sponsors as well.

Also, there are Career Chats that are open to all Oncology staff and students and are organized throughout the year (1-5 events per year since 2016). Speakers from within academia, but more commonly outside of academia are invited to the Department to talk about their career. After the presentation and questions, a small informal networking event with the speaker is held with non-alcoholic drinks and/or pizza. This is sponsored by the Department and we used to get sponsorship from the Careers Service. In the past, these events also provided the possibility for a 1:1 Careers Advice session with Rachel Bray. The Chats are organized by the Postdoc Committee in conjunction with a student representative and the Athena Swan committee.

Department of Paediatrics has an annual research day, where researchers and students from across the department present their work. We also have an annual department away day, which has involved the discussion of researcher issues, amongst other activities.

Sir William Dunn School of Pathology

Our department has an annual Postdoc Symposium: 14th March 2019 and the 15th March 2018.

Department of Pharmacology – holds researcher symposia every other week during each term where every researcher can present their work, especially for those who wish to hear feedback for grant or fellowship applications.

Nuffield Department of Primary Care Health Sciences

We held a joint collaboration for Leadership in Applied Health Research and Care (CLAHRC) Oxford/ Department of Primary Care Health Sciences researchers career day aimed at early- and mid- career researchers on 12 June 2018. The aims were to improve understanding of the funding opportunities and career paths available, and to identify skills that are important to develop, the opportunities to do so, and to share information and ideas about career paths in and outside academia. Overall, 65 people attended out of 86 registered. Although most attendees were from the Department of Primary Care, there were also attendees from NDORMS, Psychiatry, Orthopaedics, Centre for Statistics, Population Health and Oxford Health NHS Trust. The EMCR group in the department and a few CLAHRC postdocs got involved with organising and chairing the sessions. We got great feedback, in particular hearing about personal journeys and advice of those who have succeeded in and out of academia.

Department of Psychiatry

Our research staff are given many opportunities to present their research and funding proposals to the Department for feedback. Since 2016, we have held fortnightly Department Research Meetings, which are an opportunity for research staff to present data/project proposals for feedback from the department. These meetings are well attended (usually 40-50 attendees). Once a term we have one of these meetings specifically dedicated to presentations from postdocs/ECRs. We have an annual Department Away Day. The January 2018 Department Away Day had an ECR focus and 12 ECRs gave oral presentations. In March 2019, our Away Day was timed to coincide with a celebration of the Department's 50th Anniversary - this involved two days of presentations from researchers within the department show-casing their work.

Radcliffe Department of Medicine

RDM holds an annual symposium where PIs and journal PIs give oral presentations and then there are poster session for postdocs and students to present their work. This is held annually typically in Feb/March. Within the different divisions of RDM, there are also opportunities, for example in Oxford Centre for Diabetes, Endocrinology and Metabolism we have Friday seminars during term time where researchers (postdocs and students) present and discuss their work. In addition, the department supports a Careers Day for researchers with speakers from different sectors.

Nuffield Department of Surgical Sciences

There is a department away day each year where staff and DPhil students have the opportunity to talk. This year it was held on 7 February 2019.

University of Oxford action plan for 2020-2022

The University's action plan has been developed at a pivotal moment in our endeavour. In the past year we have appointed our first Advocate for Researchers, Professor David Gavaghan, and agreed a new researcher development governance structure with Research and Innovation (RIC) and Personnel Committees. This new structure provides for systemic engagement of researchers and facilitates collaborative working across our academic divisions, departments and faculties to maximise impact. We have also prepared and submitted a bid to create a first researcher hub in Oxford, which aims to give a physical location and focus to our work and for our researcher population.

Our action plan reflects the fact that we are in transition, as we seek to realise our ambitions. A number of items uses the 2020 Staff Survey responses as a measure of success, but it should be noted that while we anticipate progress the impact of many 2-year initiatives will probably be observed in the 2022 Staff Survey. Many actions are initial endeavours and, in several cases, we aim to instigate an activity in order to create a first data set that will allow us to set future targets.

Our action plan is structured according to the principles of the 2008 Concordat. Column one of this table links each action to the relevant principles from the 2019 Concordat. Our 2019 Concordat implementation plan will further develop this work.

Aim	Action	Lead	Timescale	Success measure
Concordat principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research Concordat principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research Concordat principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers Concordat principle 7: The sector and all stakeholders will undertake regular and collective review of their progress, strengthening the attractiveness and sustainability of research careers in the UK				
Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	<p>Set out a clear expectation that all members of interview panels have completed the online training course 'Recruitment and Selection' within an agreed period of time prior to conducting an interview (currently a requirement for Chairs of recruitment panels).</p> <p>Add question to annual HR audit to measure the proportion of those who have undertaken this training prior to conducting interviews.</p>	HR Head of Recruitment	HT2021	Over 75% of interview panel members to have undertaken the Recruitment and Selection course from TT2021 onwards

<p>Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position</p> <p>Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers</p>	<p>To seek to establish a Research Staff Hub, with a core team (funding application submitted in MT 2019), to ensure researchers are invited to induction events and have a central place to access all relevant information about the community, policies and sign-posting to the wealth of support offered by the institution.</p> <p><i>The Hub will act as a beacon, attractor and convenor for cohering and advancing support for divisions and departments in their local initiatives. It will provide the means, staff and sustained focus to ensure the best of Oxford's existing support for research staff is made more widely available, working with divisions and departments to tailor subject-specific needs and cultures.</i></p>	Advocate (implemented through RSSC and RSWG)	TT2021	<p>First phase of Researcher Hub established, in line with funding agreed, with provision publicised on Support for Researchers website.</p> <p>An increase in the number of researchers who agreed that the University level 'Welcome Event for new Research Staff' was a good fit for their learning needs to over 90%.</p>
	<p>To create an email list of all research staff at the University for use by the Hub/the Advocate for agreed messages to all research staff.</p>	Research Services	MT2020	<p>Email list created with over 4,000 members of research staff.</p>
	<p><i>Recently, several new policies have been introduced to help staff with family and caring responsibilities, such as a new additional annual leave scheme, career breaks, fertility leave, carers leave and My Family Care. In particular, the qualifying period for access to the University's generous family leave schemes has been removed, allowing those who are pregnant at the start of their contract to have access.</i></p> <p>Work with the RSCG to find ways to better communicate University policies to researchers, through such routes as signposting via the Support for Researchers website.</p>	HR & POD	MT 2020	<p>Introduce a biennial RSWG audit of policy (and reporting to RSSC) that is relevant to researchers, to establish a baseline to understand the current state of policy and establish a realistic target for future reviews.</p> <p>An increase in the percentage of researchers who agree they 'have access to mechanisms allowing them to voice issues that are relevant to them</p>

	<p>Enhance, through the Researcher Hub and our Support for Researchers website, information on staff benefits, including our childcare provision. https://hr.web.ox.ac.uk/staff-benefits</p> <p>To appoint a Global Mobility Officer to assist staff who need to work abroad for some or all their contract (with issues such as tax and social security).</p>	<p>HR & POD Researcher Developer</p> <p>HR</p>	<p>TT2020</p> <p>HT2020</p>	<p>concerning central University policies' from 43% in the 2018 Staff Survey to 45% in the 2020 Staff Survey.</p> <p>To record the number of research staff approaching the officer for assistance during 2020 and observe a 5% increase in 2021.</p>
Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Undertake an analysis of the learning needs, priority audiences, outcomes sought and appropriate means of delivery. Produce a costed strategy to deliver.	Advocate, RSSC and RSWG	MT 2020	Strategy presented to RIC and Personnel Committee and broad action plan and resourcing agreed.
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.	a) To embed the new University committee structure for researchers' issues (RSCG, RSWG, RSSC)	Advocate	HT2020	Annual plan of meetings and action plan in place with reporting on agreed priorities to RIC and Personnel Committees.
	b) To appoint Divisional Advocates for Research Staff	Advocate	TT2020	Appointments made in each of the four academic divisions
	c) To appoint 10 Research Staff Representational Fellowships, and to evaluate satisfaction with the new committee structure and communication lines for researchers in their domains in an annual survey.	OxRSS	TT2020	Fellowships awarded and for these Fellows to express more than 70% satisfaction with the new committee structure and communication lines for researchers in an annual survey.
	d) To recruit two college representatives to join the RSCG, and to evaluate their satisfaction with the new structure and	College Advocate	MT2020	Two college representatives recruited to RSCG and these representatives to express

	<p>communication lines for researchers within colleges in an annual survey.</p>			<p>more than 70% satisfaction with the new committee structure and communication lines in an annual survey.</p>
	<p>e) To map existing departmental support provided to researchers and find ways to better communicate local opportunities to researchers.</p>	<p>POD Researcher Developer & Divisions</p>	<p>MT2020</p>	<p>An increase in the number of researchers who found the induction to their institute / research centre / department / faculty either 'quite useful' or 'very useful' from 57% in the 2018 Staff Survey to 60% in the 2020 Staff Survey. (Significant improvement anticipated in the 2022 Staff Survey.)</p>
	<p>f) To explore the expansion of college memberships for research staff</p>	<p>College Advocate</p>	<p>TT2021</p>	<p>Each of the 10 Research Staff Representational Fellows to have been encouraged and supported to apply for a college affiliation to facilitate better understanding and communication lines on researchers' issues within colleges.</p>
	<p>g) To increase researcher representatives in departments/faculties. There are currently 55 voice representatives covering 38 departments.</p>	<p>OxRSS</p>	<p>TT2021</p>	<p>An increase in the number of OxRSS departmental voice representatives to cover at least 50 departments / faculties (or departmental clusters) across the University.</p>

	<p>h) To support post-doc associations in departments/faculties. The number of post-doc associations across the University is currently being mapped.</p>	OxRSS & Researcher Developers	TT2021	For 75% of departments or faculties to have an active post-doc association.
	<p>i) To establish research staff fora in every academic division</p>	Divisional Advocates	MT2020	Research Staff Fora to be created in each of the four academic divisions, and to be co-chaired by one of the relevant Research Staff Representational Fellows who sit on RSCG and the appropriate senior academic e.g. Divisional Advocate.
	<p>j) The University's strategic plan includes a commitment to build 1,000 affordable homes, with construction beginning in 2023. The importance of being able to rent affordable housing in suitable locations is recognised as a top priority for research staff. It is vital to help support our attracting, retaining and creating a supportive environment for our research staff.</p> <p>http://www.ox.ac.uk/about/organisation/strategic-plan-2018-23/resources</p>	Planning and Resource Allocation Committee & OxRSS	Ongoing	Nominated OxRSS voice representatives to continue to advocate for researcher staff requirements on the specification of the accommodation and prioritisation criteria for those to be offered rental accommodation.
	<p>k) For OxRSS voice representatives to provide feedback to the Welcome Service, Newcomers Club for partners and Childcare Services teams on</p>	HR & OxRSS	MT2020	In the annual survey of OxRSS voice representatives, for 70% to believe that these teams have improved their

	improvements to welcoming research staff and their families to Oxford.			communication channels and their services with researchers.
<p>Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing adequate support for those reporting issues.</p> <p>Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health.</p>	Ensure Advocate, RSSC, RSWG and RSCG engagement in the University's Wellbeing Strategy (to be developed in 2020 and which will include actions in relation to management development)	Director of Safety and Occupational Health	HT2020	Membership of the Wellbeing strategy group to include research staff representatives, and in the annual survey of OxRSS voice representatives 70% believe they have contributed to University policies.
	Ensure that content on inclusive leadership is part of all PI leadership and management development	RSWG	HT 2020	A reduction in the percentage of staff who have experienced harassment, including bullying in the workplace, during the last year (from 10% in the 2018 Staff Survey).
	Ensure appropriate RSSC and RWSG contribution to the University's Anti-Bullying and Harassment working group	Director of HR	MT 2020	An increase in the number of research staff managers who feel 'very confident' or 'quite confident' in applying HR policies in managing or advising their staff (such as sick leave, family leave etc.) from 56% in the 2018 Staff Survey to 58% in the 2020 Staff Survey.
				HT 2020

				and in the annual survey of OxRSS voice representatives 70% believe they have contributed to University policies.
Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	<p>The University already offers a range of interactive online training courses in research integrity for research staff and students. These provide an introduction to research integrity and are available at https://researchsupport.admin.ox.ac.uk/support/training/ethics.</p> <p>These courses are widely promoted (particularly at induction events) including by the University's research ethics committee and the University's Divisional representatives coordinating the provision of training to research staff and students.</p> <p>Classroom-based seminars/workshops addressing a wide range of topics related to research integrity are also organized by the University's Academic Divisions, departments and faculties and the Centres for Doctoral Training.</p> <p>The Divisional Skills Training representatives and Research Services are currently conducting a review of research integrity training and development available which is considering:</p> <ul style="list-style-type: none"> - Future online research integrity training options 	RIC and Divisional Training Committees	MT2020	<p>Revised and enhanced training to be available. At least 70% satisfaction with content from pilot users.</p> <p>Following the pilot, at least 100 members of research staff to have completed the new Research Integrity training during 2021, before rollout to the whole University.</p>

	<ul style="list-style-type: none"> - How best to track and monitor uptake of such training (to be made mandatory) - How to supplement online training with in-person workshops, training and development. <p>Following the publication of the updated UK Concordat to support research integrity in 2019, a working group will review and update the University's Academic Integrity in Research: Code of Practice and Procedure</p>	RIC	TT2020	Updated Code of Practice and Procedure published
Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	<p>Continue to monitor relevant responses to questions in the biennial staff survey, reviewed by RIC and Personnel Committees.</p> <p>Agree and implement an approach to run focus groups in prioritised areas in order to understand deeply the researcher perspective, following each staff survey. Report on the outcomes to RSSC and develop an action plan in consultation with RSWG and RSCG.</p>	Advocate	TT2020	Standard subset of staff survey questions agreed with RSWG whose responses will be used to give us a clear “pulse” indication of the research environment following each survey
		RSSC	MT 2020	Focus group plan in place by MT 2020 and implemented by HT 2021

Aim	Action	Lead	Timescale	Success measure
<p>Concordat principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment</p> <p>Concordat principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p> <p>Concordat principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</p>				
<p>Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills</p>	<p>The John Fell Fund is a £5m pa internal research fund intended to foster the development of new research and a proactive approach to research funding opportunities in all areas. Following a recent Review of the Fund, the prioritisation afforded to applications from early-career researchers will be strengthened.</p> <p>The University has introduced a new Strategic Research Fund (SRF) which will focus on making large transformative investment in research. The focus will be on people (rather than capital) with a clear expectation that succession-planning is built in to the scheme and any relevant criteria for application.</p> <p>The Vice-Chancellor supports several recognition awards, which celebrate people who have demonstrated leadership skills in various domains, and encourage others, especially researchers, to do the same:</p> <ul style="list-style-type: none"> • VC's Diversity Awards • VCs Innovation Awards • VC's Education Awards • Sustainability Awards • VC's Public Engagement with Research (PER) Awards 	<p>Research Services / academic divisions</p> <p>Research Services / academic divisions</p> <p>Research Services</p>	<p>HT2021</p> <p>HT 2021</p> <p>TT 2021</p>	<p>An increase in the proportion of John Fell Fund awards (by value) being made to early-career researchers from 25% in 2018/19 to 30% in 2021/22.</p> <p>Funding for early-career researcher posts included in initial SRF investments</p> <p>Researchers who win these awards profiled on the Support for Researchers webpages.</p>

	<p>Early-career researcher categories are included within both the Innovation Awards and the PER Awards.</p> <p>In addition, the PER Team in Research Services, has developed and initiated a pilot PER Leadership scheme for 2019/20 for researchers to take on a leadership role in a culture change project for their departments and faculties to enhance support for PER. The scheme is targeted at those who have a strong interest in PER, who want the opportunity to develop and demonstrate their leadership skills within an academic environment and to explore new ways of working through facilitating change. The scheme will run again in 2020/21.</p> <p>Expand the Researchers' Strategy Consultancy to include a policy stream (working with client organisations concerned with health, education and social policy) in response to interest from research staff in Social Sciences and other Divisions.</p>	<p>Research Services</p> <p>Careers Service & Oxford Policy Engagement Network (OPEN)</p>	<p>TT 2021</p> <p>Pilot TT 2020; roll-out HT 2021</p>	<p>Successful use of the <u>EDGE</u> tool: a PER self-assessment tool re: to explore and assess progress for PER culture change.</p> <p>Evaluation which is both summative (to evaluate against the objectives and to explore the specific outcomes and impacts of the programme) and formative (to gather learning and findings to improve the programme in the future) complete by TT2021</p> <p>3 suitable projects sourced for pilot in TT2020 5 suitable projects sourced for HT 2021 Research staff engaged from all Divisions</p>
Ensure that all research staff are aware of the Concordat	RSSC to agree a Concordat communications plan with the University's internal communications manager. Question added to the Staff Survey to evaluate awareness of the	Head of POD on behalf of Advocate	HT 2020	For over 75% of researchers attending the Wellcome Event for new Research Staff to report awareness of the 2019

	<p>Concordat. Voice representatives report that current awareness of the Concordat is very low.</p> <p>To introduce all participants in the Welcome Events for Researchers to the Concordat & include a Concordat leaflet in induction packs.</p>	POD Researcher Developer	TT 2020	<p>Concordat in the feedback evaluation.</p> <p>Question about awareness of the Concordat added to the 2020 Staff Survey to provide baseline data. (An increase of 5% awareness in the 2022 Staff Survey for the next action plan)</p>
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>To progress the current arrangements for dedicated professional development time for researchers (currently agreed as 10 days in MPLS and 5 in MSD), with a focus on:</p> <ul style="list-style-type: none"> • Defining our terms (professional development includes on the job learning as well as face to face, classroom based, conference etc) • Promoting the practice of personal and professional development planning and learning logs • Reviewing our pilot of the Inkpath app with a view to determining possible wider implementation • Promoting the use of our learning management software (Accessplanit) which allows the individual to see their learning records 	<p>Advocate</p> <p>RSWG</p> <p>RSWG</p> <p>RSWG</p>	<p>TT 2020</p> <p>MT 2020</p> <p>TT 2020</p> <p>TT 2020</p>	<p>Definition of terms agreed at RIC and Personnel Committee</p> <p>Included in our CDR implementation plan</p> <p>Decision made on the future use of Inkpath</p> <p>80% of learning providers using Accessplanit by TT2020</p>
Provide clear and transparent merit-based recognition, reward, and promotion pathways that recognize the full range of researchers' contributions, and	Agree and implement a requirement that all researchers are offered a career development review (CDR) to include consideration of workload allocation, promotion opportunities in the current role and a wider career development conversation	RIC and Personnel Committees	MT2021	<p>Committees agree actions</p> <p>Take up of CDRs monitored through annual HR audit and Staff Survey. An increase in the number of researchers who</p>

<p>the diversity of personal circumstances</p> <p>Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.</p> <p>Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers</p> <p>Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended</p>	<p>Collaborate across divisions to develop complementary approaches for local CDR schemes, sharing good practice and reviewing effectiveness every two years as part of RSWG's schedule of work. Create a set of online resources to support successful CDR at the local level</p> <p>Identify and develop a pool of local CDR leads or champions who will promote, support and develop effective CDR, with a focus on supporting reviewers and ensuring access to current information on opportunities for researchers</p> <p>Review open-ended contracts</p> <p>Review of recruitment processes to ensure that redeployment is clearly foregrounded</p>	<p>RSWG</p> <p>POD and divisions</p> <p>HR</p>	<p>MT 2021</p> <p>MT 2021</p> <p>MT2020</p>	<p>had been offered a PDR/ CDR in the last two years from 60% in the 2018 Staff Survey to 65% in the 2020 Staff Survey.</p> <p>An increase in the percentage of researchers who have undertaken any training or development to enhance their management/leadership skills from 49% in the 2018 Staff Survey to over 50% in the 2020 Staff Survey.</p> <p>A pool of 20 champions identified and development plan in place.</p> <p>An increase in the proportion of research managers who feel either 'very' or 'quite' confident in conducting probationary and personal development reviews from 78% in the 2018 Staff Survey to more than 80% in the 2020 Staff Survey</p> <p>Annual HR audit augmented to measure engagement.</p> <p>Recruitment training to be reviewed to ensure priority</p>
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<p>contracts, and report on progress.</p> <p>Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.</p>	<p>The University's John Fell Fund has been reviewed in 2019 and has resulted in an agreement that applications from researchers can have some in-built prioritisation against other bids. The mechanisms by which this can be achieved will be agreed and implemented. Our objective is to pro-actively increase engagement among researchers with existing opportunities that will support their CV development.</p>	<p>RS</p>	<p>MT 2020</p>	<p>candidates and redeployees are properly considered</p> <p>New staff survey question completed to monitor effectiveness of redeployment of staff within the University. Effectiveness target to be set following first data collection.</p> <p>Information disseminated on the opportunity to researchers using the Support for Researchers webpages and research staff email list.</p>
<p>Ensure that researchers have access to professional advice on career management, across a breadth of careers</p>	<p>Expand the Careers Service webpages for Researchers to include content for Research Assistants, technicians, Research Staff without PhDs.</p> <p>Increase the reach and scope of Oxbridge Early Career blog for Researchers with advice on well-being and progression (including the unconventional)</p> <p>To pilot and evaluate a 'Career Design and Development' workshop series (9hrs contact time) to replace 'career management' one-off workshop (3 hrs).</p>	<p>Careers Service</p> <p>Careers Service</p> <p>Careers Service</p>	<p>TT 2020</p> <p>MT 2020</p> <p>TT 2020</p>	<p>Guidance and links verified as useful by each relevant group (consultation via OxRSS or Careers Service data)</p> <p>Expand contributing authors from two to six (e.g. Divisional researcher developers), and average read-rates by 30%</p> <p>Feedback from over 70 participants in four series (piloted twice in two locations) analysed and reported to RSWG.</p>

	Add a section for Researchers to the weekly Careers Service newsletter, expand readership & pilot a newsletter specifically for Researchers.	Careers Service	Addition: HT 2020, Pilot: HT 2021	Increase newsletter reach from 190 to at least 500 by HT 2021
Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Support for researchers in setting up own micro-placements. Review placement scheme pilots in the University and beyond to identify potentially sustainable secondment model.	Careers Service (with Divisions, Research Services and Oxford Innovation)	HT 2021	Accessible advice in place via Careers Service and Divisional workshops, 1:1s and web-pages (used by over 30% of research staff as judged by website clicks), and judged useful by research staff (via consultation with Careers Working Group and/ or OxRSS voice representatives)
	Broaden employer engagement in the annual Careers Conference.	Careers Service	HT2020 & HT2021	30% increase per year in participating organisations in annual March conference from creative industries, public services, conservation, sustainability heritage and businesses with no prior research link to the University.
	The RisingWISE programme will build and extend the links with industrial partners, establishing internship places and develop more blended learning opportunities with partner universities.	MPLS Enterprise Programme with Knowledge Exchange & Impact Team &	TT 2020	Two more industrial and two more academic partners as well as four internship opportunities.

		Careers Service		
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Glossary

Advocate	The University Advocate for Research Staff
AS	Athena SWAN
CDR	Career Development Reviews
Co-PI	Co-Principal Investigator
CTL	Centre for Teaching and Learning (formerly OLI)
CWG	Careers Working Group
DLMP	Developing Leadership and Management Practice at Oxford
E&D	Equality and Diversity
ECRDF	Early Career Researcher Development Forum
ECRs	Early career researchers
EDU	Equality and Diversity Unit
GLAM	Gardens, Libraries and Museums
HR	Human Resources
HREiR	HR Excellence in Research
HT	Hilary Term (January – March)
IMSO	Introduction to Management Skills at Oxford
JFF	John Fell Fund
MPLS	Mathematical, Physical and Life Sciences Division
MSD	Medical Sciences Division
MT	Michaelmas Term (October – December)
NDORMS	Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences
OLI	Oxford Learning Institute (now split into People and Organisational Development (POD) and the Centre for Teaching and Learning (CTL))
OUI	Oxford University Innovation
OxRSS	Oxford Research Staff Society
PAD	Public Affairs Directorate
PDRA	Postdoctoral Research Assistant
PER	Public Engagement with Research
PI	Principal Investigator
POD	People and Organisational Development unit (formerly OLI)
PRAC	Planning and Resource Allocation Committee
PVC (R)	Pro-Vice Chancellor for Research
RDM	Radcliffe Department of Medicine
RIC	Research and Innovation Committee
RISN	Research & Innovation Support Network
RS	Research Services
RSCG	Research Staff Consultative Group
RSDF	Research Staff Development Forum (now RSWG)
RSSC	Research Staff Steering Committee
RSWG	Research Staff Working Group (formerly RSDF)
SRF	Strategic Research Fund
SSD	Social Sciences Division
TT	Trinity Term (April – June)
UAS	University Administration Services