

**EC HR Excellence in Research Award: four-year evaluation  
University of Cambridge: progress against published Concordat action plan (2012-14) and  
strategy (2014-18)**

The University of Cambridge is one of the world's leading universities and one of its oldest. The University's mission is to contribute to society through the pursuit of education, learning and research at the highest levels of international excellence. A major aim of our research strategy is to maintain and develop an environment which encourages academically driven research to flourish. Our core values are freedom of thought and expression and freedom from discrimination. In recognising that the University's staff are its greatest asset, the University aims to encourage career development for all. Further information about the University's structures, governance and staff populations and a list of acronyms used are appended to this document (appendices 3 and 4).

**How was this internal review undertaken?**

This self-evaluation was first developed by a combination of support providers<sup>1</sup> and representatives of postdoctoral research staff<sup>2</sup>, who provided accounts of activities and proposed actions. Responses by Cambridge researchers to the Careers in Research Online Survey, and to other staff surveys within the University, were reviewed for evidence of impacts and needs. Thereafter, working drafts were reviewed by the University's Researcher Development Committee, which provides operational guidance for postdoc and research student development across the University, and by the University's Human Resources Committee (chaired by the Pro-Vice-Chancellor for Institutional Affairs). Both Committees provided feedback concerning strategic and operational priorities. Vitae also provided comment on the draft at this stage. A final draft was considered by the University's Research Policy Committee (chaired by the Pro-Vice-Chancellor for Research). This is the University's top-level committee in research matters and provides strategic guidance for the research environment, including people, as well as its research activity.

*Involvement of postdocs*

Since the University's last review of progress in implementing the Concordat in Cambridge in 2012 (<http://www.cam.ac.uk/research-staff/supporting-researchers-careers-progress-and-review>), significant steps have been taken to increase the representation of postdoctoral research staff in governance in the University and its Schools and to strengthen the University's strategy for improving researcher careers. Consequently, there have been more opportunities for postdocs to contribute actively to the drafting of this self-evaluation of progress, implementation strategy and action plan and the University is committed to further strengthening the voice of postdocs in these areas further (specific examples are included in the evaluation, strategy and action plan below). This self-evaluation also draws on analyses of responses by Cambridge research staff to the CROS surveys in 2009, 2011 and 2013 and to other relevant staff surveys within the University, including a report presented by members of the Postdocs of Cambridge senior society to the Researcher Development Committee (2013) and needs identified by the newly formed (2014) Departmental Postdoc Committee Chairs Network.

**Key achievements and progress against strategy set out in the University's original action plan and two-year review**

*Embedding Concordat principles in policy and in practice: Concordat Principles 1, 2 - Recruitment, selection, retention and recognition of researchers*

The University adopted a new 'Employment and Career Management Scheme for Research Staff' in 2011, in order to embed the principles of the UK Concordat in Cambridge policy and to establish clear minimum standards for practice by the University as employer, heads of department, principal investigators and members of research staff. Short, practical implementation guidance was published alongside the full Scheme at <http://www.cam.ac.uk/research-staff/employment-and-career-management>. These web pages were created specifically in order to bring together information for research staff, and for heads of department, departmental administrators and principal investigators, which was otherwise distributed across the University's sizeable website. The Scheme was launched with communications from the Pro-Vice-

<sup>1</sup> These support providers include the Careers Service, HR teams, Equality and Diversity, the Researcher Development team within the Personal and Professional Development department, the Research Office and the recently formed Office of Postdoctoral Affairs

<sup>2</sup> The Postdoctoral Affairs Working Group's membership includes representatives from the Postdoc Departmental Chairs Network, PdOC Society, Personal and Professional Development, the Careers Service and the Office of Postdoctoral Affairs.

Chancellor for Institutional Affairs to all members of research staff and by the Director of Human Resources to heads of Schools and heads of departments, with a series of briefings for HR teams and departmental administrators.

*Major improvements to working and living environment for key employees: the North West Cambridge project - Concordat Principles 3, 4, 5 - career and professional development*

In 2013 the University began construction work on its 'North West Cambridge' project (<http://www.nwcambridge.co.uk/>), a major commitment which will develop affordable housing for University and College key employees, most of them members of research staff. The project is designed to provide a significant enhancement of Cambridge's environment for its key employees and recognises the importance of their families and the wider community. Consequently, the project includes not just housing but also elements which will encourage a strong sense of community, including the creation of a primary school, nursery, community centre and supermarket, as well as investment in public space and transport routes.

Top-level advocacy for postdocs and cohesive focus for support and development

In 2013-14, the University created the Office of Postdoctoral Affairs (<http://www.opda.cam.ac.uk>), in order to advocate at the most senior level of the University for postdocs, to enable the development of a cohesive focus for postdoc support and development and to support the postdoc community before, during and after their time at Cambridge. In doing so, the University recognised a need to increase its focus on the interests of postdocs, who are now the largest staff group in the University and responsible for much of the research that underpins the University's world-leading reputation (with approximately 3,400 postdocs, in comparison with approximately 1,800 academic staff). The Office of Postdoctoral Affairs (OPdA) has a broad remit which includes supporting the establishment of a network of departmental postdoc committees, development of improved mentoring/induction and review processes, improved reporting (e.g. about destinations) and development of entrepreneurship opportunities. The office launched the Postdoc Centre in 2014 which provides a physical hub for the community and a base for auctioning the wide reaching remit of the OPdA. This Centre facilitates collaboration with the PdOC Society, and provides space for expanded delivery from Careers and PPD.

Sustained focus on staff review and development for postdocs

The University's initial and subsequent EC HR action plans gave high priority to increasing postdocs' participation in induction and staff review and development (SRD) processes, in order to improve the quality of information available to postdocs about their working environment and career ambitions. Analyses of responses to the three CROS surveys undertaken between 2009 and 2013 shows a marked increase in the numbers of respondents indicating that they had been offered inductions at the levels of the University (rising from 41% to 76%), their department (rising from 56% to 76%) and to their roles (rising from 64% to 79%). Over the same period, the number of respondents saying that they had taken part in staff review and development rose from 33% to 53%. The number of respondents agreeing or strongly agreeing that they felt encouraged to engage in personal and career development rose from 60% to 70%. Encouraging though these increases are, there is clearly still work to be done in increasing access to and participation in high quality induction and staff review / appraisal and the University's strategy and action plan indicates some of the ways in which these priorities will continue to be promoted.

From 2012-13, the University established a hypothecated fund of £1.1 million per annum to support the delivery of researcher development initiatives for both doctoral students and postdoctoral research staff across the University, including both activities within departments and within central programmes of professional and career development. At the same time, the University approved the creation of the Researcher Development Committee, with a remit to 'advance the University's researcher development strategy and to oversee the planning, delivery, evaluation and funding of researcher development activities'. The Committee's membership includes postdoctoral representatives and the Committee has given particular priority is given to increasing the active input by researchers into shaping planning, delivery and evaluation of initiatives and programmes.

The University's Careers Service and its Personal and Professional Development team include staff specialising in postdoc support (three careers advisers and one researcher development consultant, with dedicated administrative support). Their remit is to support a range of career and professional development opportunities for postdocs and research staff. This includes one-to-one career appointments, tailored professional development and careers workshops and events, and access to tailored online resources.

*Commitment to improve recruitment and employment experience for all: Concordat Principle 6 - diversity and equality*

In 2011, the University implemented its new Employment and Career Management Scheme, thereby embedding the principles of the Concordat in policy and bringing this implementation together with a major focus on supporting and enhancing key aspects of recruitment and career management practice. Some indicators of progress are given above, with more detailed metrics in the review document below.

Since 2012, the University and its Departments have received 14 Athena SWAN awards: the University received an institutional Silver award in September 2014; the Department of Physics holds a Gold award, the Clinical School holds a Silver award and 11 Departments hold Bronze awards. Thus 74% of STEM Departments (covering 84% of STEM staff) are now recognised for their engagement with Athena SWAN principles and identification and delivery of actions to progress gender equality. While Athena SWAN recognises good practice in recruitment, retention and promotion of women, we consider that these endeavours improve the working environment for both women and men and we continue to strive to ensure that the University is a supportive and inclusive environment for all students and staff.

*Active engagement in developing, learning from and sharing best practice: Concordat Principle 7 - regular and collective review of progress*

The University has contributed actively to national and international initiatives relating to researcher careers. Two members of University staff have been selected as reviewers for the EC HR Excellence in Research award, including the University's new Director of Human Resources (October 2014), who has a track record of contributing to researcher development initiatives, including as a member of the LERU Research Carers' Community Steering Group and who will continue the University's involvement in the European Pensions Scheme for Researchers. The University's former Director of Human Resources (2009-14) was a member of the LERU Researcher Careers Committee and the Russell Group's representative on EU initiatives, including work on the European Pensions Scheme for Researchers. In March 2013, the University hosted a workshop for representatives of LERU universities to share good practice in engaging with the HR Excellence in Research award, enabling LERU to shape the EC's development of its recognition strategy and resulting also in an inter-institutional research project to investigate key aspects of researcher career development. Members of University staff have made active contributions to a range of regional, national and international networks, including for example Vitae's regional hub, research staff advisory group and impact and evaluation group, as well as the Association of Graduate Careers Advisory Services (AGCAS) research staff task group. The Office of Postdoctoral Affairs is a registered Euraxess partner and is seeking partnerships for an Erasmus project in 2015.

The University participated in the biennial Careers in Research Online Surveys in 2009, 2011 and 2013. In 2013, three detailed analyses of responses were commissioned and disseminated within the University and the six academic Schools (the focus of these reports was described above). Progress reports on dissemination and actions arising within Schools are reviewed at the University's Researcher Development Committee.

### **Outline of strategy for the next four years (2014-18)**

A major aim of the University's research and human resources strategies is to support and enhance an environment in which academically led research flourishes at the highest level of international excellence, and which encourages all staff to develop their careers within a highly competitive context. During the next four years, we expect a number of strategic developments to have a major impact on the strategic and operational support for researcher career development. The Office of Postdoc Affairs will provide a single point of focus for a wide and growing number of support providers and initiatives. The North-West Cambridge development will create new types of institution which will provide effective support in the short to medium term, and the governance of the University will continue to evolve to greatly increase the representation of postdocs at all levels. In the longer term, we also expect that the social and academic structures of collegiate Cambridge will continue to evolve to include postdocs more fully.

*Sustained endeavours to improve working and living environments and support for careers: Concordat Principles 1 and 2 (recruitment, retention, recognition)*

Phase One of the North West Cambridge project will continue, providing residential accommodation for key University and College staff, many of them postdocs who are not only relocating themselves but also their families to Cambridge. This development will, therefore, address the wider needs of community. Alongside local and community facilities, a primary school will open from the school year 2015-16 and a new nursery

(with approximately 100 places) will be built by 2016. The Office of Postdoc Affairs and Newcomers and Visiting Scholars will develop a joined up delivery of support for postdocs, visiting fellows and scholars.

A major commitment of a different kind will support researchers and academics returning to work following break in their career or a period of leave for caring responsibilities. The Returning Carers Scheme ([www.admin.cam.ac.uk/offices/hr/policy/carer/](http://www.admin.cam.ac.uk/offices/hr/policy/carer/)) was introduced in 2012-13 and will be maintained following two successful pilot schemes. (Across the two pilot schemes and the first mainstream University round, 64 Awards were made ranging from £425-£11, 835 totalling £348K. The majority of awards (57%) were made to postdocs with a further 18% awarded to Research Fellows and senior researchers.)

As part of a sustained drive to increase uptake of staff review and development, the University will review the current scheme and will introduce an online staff review and development recording system. We will monitor staff review rates at University and departmental level and also seek feedback via national surveys such as CROS and local staff surveys.

*Continuing top-level advocacy for postdocs, improving training and development opportunities: Concordat Principles 3, 4, 5*

The University is committed to a strategy for researchers which engages effectively with their needs, within the context of highly competitive national and international environments. The Office of Postdoc Affairs will continue to give both high-level advocacy and strategic focus, as well as operational support for researcher careers, including a major focus to increase representation by postdocs on departmental and key University committees (such as HR Committee). The University's Researcher Development Committee has commissioned a 12-month review of provision of postdoc development (both departmental and central provision), to inform strategic and operational improvement of training and development opportunities for postdocs. The University's careers and professional development teams will continue to enrich the range of opportunities for postdocs to engage in training and development. We will continue to investigate quality and efficacy of opportunities, including monitoring rates of participation and perceptions of quality through a variety of sources, such as bookings and evaluation data as well as staff and national surveys such as CROS.

*Driving forward equality and diversity: Concordat Principle 6*

The University will scrutinise equalities recruitment data for all staff at University and Departmental level on an annual basis and will introduce a requirement of minimum levels of participation in equalities training for those involved in appointments committees. We will continue to engage with Athena SWAN, in order to significantly improve women's careers and in the expectation that better recruitment and employment practices benefit all staff. For example, we expect all STEMM departments to hold awards by the end of 2015 and to be engaging in working towards upgrades and renewals as appropriate and we will also engage arts, humanities and social science departments in working towards Gender Equality Charter Mark submissions.

*Evidence of progress and goals for the future: Concordat Principle 7*

Major progress has been made in the University in seeking evidence of progress and identifying measures for future goals. One example of this is the significant uptake of internal staff surveys within the University and its departments, to gain clear insight into working experiences. At the point of writing, 70% of science departments have run internal staff surveys; we expect that the remaining 30% will do so by the end of 2015 and will also extend surveys to arts, humanities and social science departments in support of Gender Equality Charter Mark submissions. We will also participate again in the national Careers in Research Online Survey in 2015, to help us understand postdocs' experience in Cambridge and to benchmark ourselves against others' best practice. We will also develop an Inter-University Early Career Researcher Network of research-intensive UK universities, in order to share best practice nationally.

The University is committed to continuing to contribute actively to regional, national and international networks and initiatives. We will champion improvements in the sharing of information and agendas within the University, in particular through the Researcher Development Committee and Office of Postdoc Affairs, and will drive forward continued increases in representation by postdocs and their active contribution in reviewing and shaping all aspects of researchers' career development.

**Appendix 1: Identification of progress by Concordat principle, reflecting on actions identified in the two-year review (2012-14) and with reference to the original action plan, including indicators and metrics where appropriate**

<i>Concordat Principles 1, 2: Recruitment, selection and retention of researchers with highest potential to achieve excellence in research; 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</i>	
Objectives	Success measures
To continue to promote the Employment and Career Management Scheme and good practice in selecting, recruiting and managing research staff;	<p>In recognition of the importance of improving strategic focus on the needs of postdocs as well as improving access to information and support for the further development of the community, the University founded the 'Office of Postdoc Affairs' (<a href="http://www.opda.cam.ac.uk/">http://www.opda.cam.ac.uk/</a>) and the 'Postdoc Centre' (<a href="http://www.opda.cam.ac.uk/postdoccentre">http://www.opda.cam.ac.uk/postdoccentre</a>). The Office of Postdoc Affairs is directed by a senior professor who is accountable to the Pro-Vice-Chancellor for Institutional and managed by a senior administrator. The OPDA's ' Postdoc Centre' provides advice before arrival and helps with settling in, including to the partner community.</p> <p>In November 2013, the University launched its Web Recruitment System, introducing online application forms for University vacancies as well as a number of features which enable good recruitment practice, including improved equalities data reporting. At the same time as launching this system, HR embarked on a major round of briefings and workshops on recruitment policy and good practice for Departmental staff across the University. These initiatives build on an extensive review and enhancement of the University's Recruitment Guidance (<a href="http://www.hr.admin.cam.ac.uk/recruitment-guidance - openly available within the University only">http://www.hr.admin.cam.ac.uk/recruitment-guidance - openly available within the University only</a>) and associated recruitment templates, checklists and forms in 2012.</p> <p>HR have delivered a wide-ranging programme of communications, briefings and training on recruitment for departments since 2012. Some have covered good practice in recruitment across all staff groups; some have been specifically focussed on recruiting research staff. For example, during 2013-14, HR delivered recruitment and selection briefings to PIs and administrators in the Department of Engineering (research staff population: 300), the Department of Chemistry (research staff population; 200), and in the Department of Chemical Engineering and Biotechnology, as well as contributing to School-level guidance for PIs on Support for Early Career Researchers. HR also introduced an annual cycle of bite-sized training</p>

	<p>for managers, in particular PIs and research staff within the School of Biological Sciences (research staff population; 900). The University's internal recruitment audit reported in 2014 and concluded that the auditors were able to provide 'substantial assurance' with regard to recruitment processes and controls.</p> <p>CROS<sup>3</sup>: in 2013, 80% of respondents agreed / strongly agreed that they felt integrated into their departments' research communities (69% in 2009). Benchmarking with peer universities: a statistically significantly higher percentage of Cambridge respondents indicated that they felt integrated into their institutions and wider research communities (70.5% and 73.3%, in comparison with 65% and 68.9%, respectively of respondents in peer universities).</p>
<p>To continue to promote awareness and uptake of induction and staff review and development for postdocs; to monitor perceptions of quality of induction and career management review;</p>	<p>The University's drive to improve access to and engagement in induction and staff review was further strengthened by the emphasis in the Athena SWAN process. This twin emphasis has resulted in actions for the majority of Departments to update induction materials and set targets for increasing appraisal rates (annual monitoring). The University was awarded an institutional Silver award in September 2014 and all STEMM Departments are engaged with Athena SWAN. 77% of these have already received awards and the remainder are preparing submissions by end 2015.</p> <p>As part of a drive to improve access to and engagement in staff review, an on-line staff review training module for reviewers was introduced in January 2013, in addition to scheduled face-to-face courses for reviewers and reviewees and bespoke appraisal training provided by PPD to institutions. The online module includes short films to clarify the purpose and outcomes of staff review (2014). Over the last year participation in training activity increased substantially, particularly in terms of the tailored provision, with double the number of participants compared with the previous academic year (50% increase in uptake of appraisal training courses over last 4 years: 316 completed training for reviewers (53% women; 450 completed training for reviewees (60% women); 77% male academic staff on reviewer training (of 62 participants).</p>

<sup>3</sup> CROS = Careers in Research Online Survey – a national, recurrent survey of research staff perceptions of their experience as research staff. CROS is promoted by RCUK as a major source of information concerning the implementation of the UK Concordat to support the Career Development of Researchers.

	<p>The Senior Research Promotions (SRP) process was launched in August 2013, providing a structured process for research staff to apply for senior roles of Principal Research Associate (at the level of a Reader) and Director of Research (at the level of Professor). Applications for promotion will be assessed against the evaluative criteria, and the strategic need for the role to be held at the higher level. This process is now run as an annual exercise and the 2015 round was launched in August 2014.</p> <p>In order to improve coherence and impact of the University's career management arrangements for all staff, the University's probationary arrangements for staff were brought together into a single policy framework for all types of staff, including researchers. It is currently planned that this policy, together with accompanying (new) probation guidance, will be launched in Michaelmas Term 2014.</p> <p>The University co-ordinates two annual induction events specifically for postdocs, introduced by the Director of the Office of Postdoc Affairs and with contributions from major support providers for postdocs and focussing specifically on career management and development. All postdocs with University contracts receive information about these events with their contract packs. The OPdA is trialling five new mentoring schemes looking to encourage a broader take up of mentoring across collegiate Cambridge. The schemes are utilising a number of formats from formal to informal and hope to encourage the socialisation of employees in the institutional culture and add to the provision of support for career development. Across the schemes 25% of those invited took up the scheme and a wider school based pilot will be run in 2015 using a formal matching model.</p> <p>CROS 2009, 2011, 2013: marked increase in the numbers indicating that they had been offered inductions at the levels of the University (rising from 41% to 76%), their department (rising from 56% to 76%) and to their roles (rising from 64% to 79%). Over the same period, increase in self-reported participation in staff review / appraisal from 33% to 53% and agreeing or strongly agreeing that they felt encouraged to engage in personal and career development (from 60% to 70%).</p>
To make major improvements in the	Phase One of the North West Cambridge project will continue, providing residential

<p>experience of living and working in Cambridge, including through the North West Cambridge Project.</p>	<p>accommodation for key University and College staff, many of them postdocs, along with local and community facilities. A primary school will open from the school year 2015-16 and a new nursery (with approximately 100 places) will be built by 2016.</p> <p>As a means of driving immediate and accessible opportunities for postdocs, the Office of Postdoc Affairs is developing a wide range of activities and initiatives that are run through the newly opened Postdoc Centre. The Centre provides support for postdocs and their families throughout their stay and encourages training, integration and development for the partner community. To improve the cohesiveness of support for postdocs, the Postdoc Centre now also provides a location for the Newcomers and Visiting Scholars. This is an organisation of volunteers with a part-time paid Director and administrative support from the University's Unified Administrative Service. It welcomes new members of the University primarily from overseas, those visiting and their families.</p> <p>CROS 2013: 84% of respondents rate their overall experience at Cambridge as 'good' or 'very good'</p>
<p><i>Concordat Principles 3, 4, 5: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment; The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career; Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning</i></p>	
<p>Objectives</p>	<p>Success measures</p>
<p>To support and improve the quality of career and professional development opportunities for postdocs within Departments as well as central programmes;</p>	<p>The University is committed to a strategy for researchers which engages effectively with the needs of researchers.</p> <p>In a drive to improve the quality and coherence of training and development for postdocs and doctoral students, the Researcher Development Committee has successfully implemented an activity-based approach to programme planning within the University's academic departments. This process draws on direct input from researchers, including requests for new/different activities, coupled with formal post-activity evaluation, to support ongoing quality enhancement of programmes provided by academic units. A similar approach is followed by the University's PPD provider, facilitated by the University Researcher Development Consultant. While the RDC</p>

promotes consistency in meeting key researcher needs, providers have the freedom to offer niche activities and to innovate. In this way the programme is continuously refreshed and interdisciplinarity is supported.

The RDC has championed an attributes-based approach that draws heavily on the Researcher Development Framework and its planning tool. Programmes are mapped against the Researcher Development Statement as an operating framework in parallel with a principle of 'added value' – that is, to promote activities which enhance the traditional model of the research degree or research career. We analyse needs and priorities using a variety of sources of information, ranging from graduate student fora and postdoc groups, reviews of current activity and uptake to national surveys such as CROS.

The RDC has commissioned and begin a programme review in 2014-15 which is analysing the distribution of activities to ensure that a broad set of researcher attributes is effectively supported.

#### Specialist careers support for postdocs

- During these two years, we have seen a 50% increase in the number of research staff registered with the Careers Service and its specialist team of postdoc careers advisers (3 full-time-equivalent staff, with dedicated administrative support). We now reach approximately 80% of Cambridge's research staff population.
- On average, we offer 650 one-to-one appointments per year, of which around one fifth are practice interviews. In a recent evaluation exercise (March to July 2014), 99% of respondents indicated that their discussion had been 'useful' or 'very useful'.
- We have enhanced our provision by increasing the ways in which we solicit feedback from research staff, particularly through user focus groups and semi-structured discussions. Changes to the service arising from such feedback include: a major overhaul of the research staff webpages, making registration easier and improving overall navigation; and the introduction of a programme of bite-sized lunchtime workshops following requests for shorter

sessions that didn't eat into the working day.

- We continue to liaise with other stakeholders across the University (RDC, OPdA, PPD, PdOC, CRASSH) and to collaborate on joint programmes. Particular points of focus have been leadership and mentoring.

Specialist training and development for postdocs: Personal and Professional Development has had a continuous, specialist focus on postdocs since 2009 (<http://www.ppd.admin.cam.ac.uk/information-postdocsresearch-staff>) . During the last five years, we have developed a programme of increasing breadth, with a regular programme of bite-sized workshops addressing essential aspects such as communication, personal effectiveness, teaching and learning, as well the innovative four-month 'Emerging Research Leaders' Development Programme'. Face-to-face opportunities are complemented by online materials as well as support for postdocs in developing and driving their own professional development initiatives.

This has resulted in an upward trend in the number of places and course titles offered to early career researchers: 361 places and 12 course titles in 2011-2, 432 places and 21 course titles in 2012-3 and 592 places and 23 course titles in 2013-4. Postdocs also have access to PPD courses on teaching (including The Teaching Associates' Programme, accredited by the Higher Education Academy). The TAP cohort has been expanded to 48 per year, with increasing opportunities for participation by postdocs (from 14 out of 40 in 2013-14 to 18 out of 48 in 2013-14). Postdocs also have access to PPD's extensive open programme of staff development courses (<http://www.ppd.admin.cam.ac.uk/information-all-staff>) . The OPdA is providing a complementary focus for postdoc events and courses, in particular in entrepreneurship and research funding, with specialist training in communications, outreach and public engagement (<http://www.cam.ac.uk/public-engagement/for-staff-and-students/training-and-resources>) as well as opportunities to participate in major University outreach events such as the Science Festival (<http://www.cam.ac.uk/public-engagement/public-events/cambridge-science-festival>) and Festival of Ideas (<http://www.cam.ac.uk/public-engagement/public-events/cambridge-festival-of-ideas>) , co-ordinated by the Office of External Affairs and Communications.

	<p>As part of the 2012 E&amp;D consultations with female staff across the University a specific session was held with research staff. Key common themes were identified which were included in the development of the University's Gender Action Plan (the consultation and Gender Action Plan are both accessible at <a href="http://www.admin.cam.ac.uk/offices/hr/equality/cambridge/gender/action_plan.pdf">www.admin.cam.ac.uk/offices/hr/equality/cambridge/gender/action_plan.pdf</a>). The University offers New Perspectives workshops for women (with specific sessions for researchers held in 2013) as well as events focusing on networking and career development and sponsors three Daphne Jackson Fellows who have returned to work after a career break.</p> <p>A new University Secondment policy and an updated version of the Flexible Working policy were implemented during 2012/13. Secondments provide individuals, including researchers, with the opportunity to apply their skills and experience in a new environment and challenge themselves professionally, aiding their development, bridging skills gaps and broadening their experience. The flexible working policy assists staff, including researchers, with balancing their work and home responsibilities.</p>
<p>to involve postdocs in researching professional development priorities and formats</p>	<p>The Researcher Development Committee's membership was revised so that it now includes two postdoctoral researcher representatives, as well as consultants with responsibility for researcher development programming and support for postdoctoral researchers. These individuals engage fully with the programme review process outlined above and are active in seeking out and promoting new priorities and formats. These and other RDC members have close links to other postdoc networks, e.g. the OPDA, PDoC society and Departmental postdoc committees, enabling them to galvanise involvement from the wider postdoctoral community.</p> <p>The University's Centre for Research in the Arts, Social Sciences and Humanities (CRASSH) postdoctoral forum is funded by the Researcher Development Committee specifically to encourage career and professional development for arts, social sciences and humanities postdocs in an interdisciplinary environment. The forum is led by two postdoctoral researchers from AHSS See: <a href="http://www.crassh.cam.ac.uk/programmes/postdoctoral-researcher-forum">http://www.crassh.cam.ac.uk/programmes/postdoctoral-researcher-forum</a></p> <p>The University's analysis of responses to CROS in 2013 shows an increase in proportions of postdocs who describe themselves as encouraged to take part in career and professional development (60% rising to 70%) and an overall increase in proportions of respondents who feel</p>

	<p>their contributions to decision making are valued (34% in 2009 to 51% in 2013, after peak of 62.9% in 2011).</p> <p>There is an initiative to encourage postdocs to prioritise their own needs and the PdOC Society and the OPdA have together established the Departmental Postdoc Committee Chairs Network.</p>
<p>To strengthen communications within Cambridge's very large, diverse and mobile population of research staff;</p>	<p>The launch of the Postdoc Centre has provided a central hub for activities, research collaboration, networking and important information for those coming to and new to Cambridge. The OPdA has a strong and interactive governance structure which includes postdocs on both its management and senior steering committees – the latter is chaired by the Pro Vice Chancellor for Institutional Affairs.</p> <p>The Office of Postdoctoral Affairs and the Accommodation Service host the Postdocs of Cambridge Society (PdOC). PdOC is the Senior University Society for all postdoctoral research staff and is organised by postdocs for postdocs. A Postdoctoral Research Staff Coordinator was appointed in Nov 2012 to provide ongoing support and continuity for the PdOC Society Management Committee. PdOC currently communicates with 1600 members on a weekly basis (a marked increase on the figure of 900 in 2012) and provides an calendar of social and intellectual network events for postdocs.</p> <p>During 2014, the OPdA has developed a comprehensive mailing list of all current postdoctoral staff. There is a new webportal (<a href="http://www.opda.cam.ac.uk">www.opda.cam.ac.uk</a>) and engagement throughout social media. OPdA sends out a termly e-newsletter to all postdocs which highlights key events at the postdocs centre and keeps the community informed of changes to central policy or procedures.</p> <p>PPD established a postdoc affairs working group in 2013 as a mechanism to informally discuss issues relating to the postdoctoral researchers. Attendance at the termly meeting includes representatives of the postdoctoral community and representatives from central University Offices who support postdoctoral researchers (e.g. Careers Service, Research Office etc.)</p> <p>The E&amp;D Section engaged with research staff via several high profile initiatives in 2014. The first, was the publication of 'The Meaning of Success – Insights from women at Cambridge' book and web resource featuring a number of researchers nominated by their peers as successful</p>

	<p>role models. The second celebrated 'The World in Cambridge' and the launch of InterConnect, an initiative highlighting the cultural and ethnic diversity of the University, particularly in the research staff community where more than half the staff are from outside of the UK. The event was launched by the University's newly appointed Race Equality Champion, Professor Roel Sterckx.</p>
<p>To increase interactions between research staff and Cambridge College academic communities;</p>	<p>In 2013-14, the RDC supported a pilot programme of College affiliation for postdoctoral research staff. Affiliation brings the benefits of College membership to postdoctoral researchers and also offers excellent networking and mentoring opportunities. Most Colleges also provide opportunities for affiliated postdocs to undertake teaching and supervision, and to become involved in college committees. Every one of the 31 Colleges now has an affiliation scheme, giving postdocs the opportunity to apply to a College of their choice on a competitive basis (, see <a href="http://www.pdoc.cam.ac.uk/guides/PdOC_college_affiliation">www.pdoc.cam.ac.uk/guides/PdOC_college_affiliation</a>. Of particular note, Clare Hall now has 200 postdoc associates).</p> <p>RDC will fund a renewal of the affiliation scheme in 2014-15. Colleges have indicated a wish to build postdoc affiliation into their activities on a permanent basis; opportunities for funding this are currently being explored.</p> <p>The University is planning to offer alumni benefits to departing postdocs, to encourage continued contact with the University.</p>
<p>To continue to develop programmes in 'self-leadership' for research staff and to contribute to the evidence base for research leadership and personal development initiatives</p>	<p>The 'Emerging Research Leaders' Development Programme' (ERLDP) was developed exclusively in 2012 for postdoctoral researchers/research staff in the Science, Technology, Engineering, Medicine and Mathematics (STEMM) disciplines. There have been 3 cohorts who have completed the programme from 2012-4 (n=57). ERLDP is aimed at research staff aspiring to achieve research independence in order to lead their own research group and/or to become research leaders in their field through a variety of career pathways, including in academia. The summative evaluation for ERLDP 2013 (response rate: 80%) revealed that 88% of respondents rated the overall programme excellent and 88% felt that the programme had had an immediate impact on their life as a researcher. A 6-month follow-up impact evaluation to the 2013 programme revealed that 94% of participants reported an increased capacity to deal with the challenges they face as a researcher/in their current role. There was an 85% response rate to</p>

	<p>the survey.</p> <p>The ‘lived experience of being a Principal Investigator’ research project with Cambridge as the project lead (with the University of Oxford, Imperial College London and Leiden University in the Netherlands) also underpins the current and further development of the Emerging Research Leaders’ Development Programme. 50 in-depth interviews with successful early career researchers across the AHSS and STEMM disciplines have been undertaken to identify common themes which can be shared with emerging research leaders on the programme. The findings will be mapped against Vitae’s researcher development framework.</p> <p>Both the ERLDP and the associated research project were included in a successful application for an Elsevier New Scholars grant (this also includes funding for collaboration with Portia and the National Postdoc Association regarding researcher-specific development resources) and have also received additional funding through the Researcher Development Committee.</p> <p>The PPD/Postdocs of Cambridge Senior Society (PdOC Society) master class series (2014) has attracted 190 postdoctoral researchers to attend 3 masterclasses focused on enhancing researchers’ career development. Postdoctoral researchers have been involved in the design and delivery of the series; members of the PdOC Society decided on the focus and content of the masterclass series and worked with masterclass presenters to provide scenarios that resonate with the postdoctoral community.</p>
<p>Concordat Principle 6: <i>Diversity and equality are promoted in all aspects of recruitment and career management of researchers</i></p>	
<p>Objectives</p>	<p>Success measures</p>
<p>To promote mentoring schemes for women</p>	<p>The E&amp;D Section delivered a number of mentoring opportunities, including three mentoring workshops to raise awareness of the benefits of mentoring and identify new mentors.</p> <p>In 2014, 12 senior women participated in peer coaching sessions to develop internal expertise to support peer networks and group coaching.</p> <p>Departmental mentoring schemes have been introduced as part of commitment to Athena SWAN principles and the OPDA have also run a series of mentoring schemes specifically for</p>

	<p>researchers.</p> <p>The Judge Business School offers Enterprise-WISE specifically for early career STEMM women researchers to develop skills, knowledge and confidence with a key mentoring component as part of the programme (<a href="http://www.cfel.jbs.cam.ac.uk/programmes/enterprisewise/index.html">www.cfel.jbs.cam.ac.uk/programmes/enterprisewise/index.html</a>).</p>
To increase the number of successful applications for Athena SWAN recognition	<p>At the beginning of 2012, only one Cambridge Department held an Athena SWAN Award (Physics, Silver). By April 2014, of the 39 Departments, Faculties and Research Institutes eligible to apply for Athena SWAN Awards, 90% had applied for an award. A number of combined applications were made, including the School of Clinical Medicine (covering 17 individual departments and Institutes) and the Faculty of Mathematics (2 Departments).</p> <p>The University received an institutional Silver award in September 2014; the Department of Physics holds a Gold award; The Clinical School holds a Silver award and 11 Departments hold Bronze awards, meaning that a total of 77 % of STEMM Departments (covering 84% of STEMM staff) are now recognised in this way.</p> <p>CROS 2013: 87% of respondents agreed / strongly agreed that Cambridge is committed to equality and diversity. 69% or more agreed / strongly agreed that they are treated fairly regardless of age, disability, ethnicity, gender, gender identity, nationality, pregnancy and maternity, religion / belief, or sexual orientation.</p>
<i>Concordat Principle 7: Sector and stakeholders undertake regular and collective review of progress in strengthening attractiveness and sustainability of research careers in the UK</i>	
<b>Objectives</b>	<b>Success measures</b>
To monitor progress in implementing the Concordat in Cambridge, including increasing engagement by postdocs in implementation and review	<p>CROS 2013: three detailed analyses of responses were commissioned and disseminated within the University and the six academic Schools (analysis 1: comparison of responses in 2009, 2011, 2013; analysis 2: benchmarking Cambridge and small group of peer universities; analysis 3: comparison of responses by researchers in the six academic Schools).</p> <p>The University Researcher Development Committee runs an annual reporting process for academic units to self-evaluate their provision for researchers and to flag up intentions for further development. Initial reports on 2013-14 activity indicate around 4000 attendances from</p>

	<p>the postdoc community at activities provided within Schools, PPD and the Careers Service.</p> <p>A member of OPDA sits on the University's Gender Equality Group, which can directly comment on policy reviews and developments impact researchers.</p> <p>Postdoc representatives now sit on a number of senior University Committees, and a growing network of departmental postdoc committees is being developed, along with a network to support the chairs of these departmental committees in developing and pursuing committee strategies.</p>
<p>To continue to engage with UK and European researcher support and development initiatives</p>	<p>Two members of University staff have been selected as external reviewers for the EC HR Excellence in Research award. Colleagues are also active members of Vitae regional hubs and national networks, including the Researcher Development Advisory Group and Impact and Evaluation Group. A member of the specialist careers service for postdocs served on the Association of Graduate Careers Advisory Services (AGCAS) research staff task group (2009-2012).</p> <p>The University works across all Schools and aims to have all STEMM departments engaged in submissions for awards by the end of the 2014-15 academic year. In addition, the University has taken part in the pilot of the Equality Challenge Unit's Gender Equality Charter Mark (GEM) which is a new benchmarking scheme for Arts, Humanities and Social Science disciplines, similar to Athena SWAN.</p> <p>The University's former Director of Human Resources (2009-14) was a member of the LERU Researcher Careers Committee and the Russell Group's representative on EU initiatives, including work on the European Pensions Scheme for Researchers. In 2013, Cambridge hosted a workshop for LERU representatives of a total of nine universities to share good practice in engaging with the EC HR Strategy for Researchers, including the HR Excellence award.</p>

**Appendix 2: Action plan for 2014-16, aligned to strategy for 2014-18**

<i>Concordat Principles 1, 2: Recruitment, selection and retention of researchers with highest potential to achieve excellence in research; 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</i>		
<b>Objectives and success measures</b>	<b>Lead</b>	<b>Specific measure and timeline</b>
<p>During 2014-15, HR will review the current appraisal / staff review and development scheme, including for research staff, with an aim of increasing take-up; during the same period, we will take forward implementation of an on-line staff review and development recording system.</p> <p>2014-16 - where relevant, we expect to see an increase in numbers of departments which develop tailored guidance in line with University guidance; HR staff will support increasing numbers of departments in developing this guidance;</p> <p>2014-18: we aim to increase ease of use, value and engagement by research staff in staff review and development. We will monitor rates of engagement in a variety of ways, including through CROS 2015 and through local staff surveys.</p>	HR	<p>Annual reports concerning staff review and development will be presented to HR Committee between January – March each year.</p>
<p>Following a successful pilot and University-wide launch of a 'Returning Carers' Scheme in 2013/14, the University will continue to offer funding of up to £300K for the academic year 2014-15. The Scheme enables academics and research staff to apply for funding to support the development of their research activities following a break in their careers or a period of leave for caring responsibilities.</p> <p>We will bid for a further year's funding for this Scheme for 2015-16.</p>	PVC Institutional Affairs	<p>2014-15 Scheme open for applications in February 2015.</p> <p>2014-15: bid for funding for 2015-16 submitted by December 2014. An evaluation of the scheme will be presented to HR Committee by April 2015.</p>
<i>Concordat Principles 3, 4, 5: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse,</i>		



<p><i>mobile, global research environment; The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career; Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning</i></p>		
<p><b>Objectives and success measures</b></p>	<p><b>Lead</b></p>	<p><b>Specific measure and timeline</b></p>
<p>The Researcher Development Committee has begun a review of researcher development including faculty and central offerings. The review, for postdocs only in year one, will determine where there are gaps, duplication and development needs plus offer recommendations on how best to attract and deliver across the University. A specific outcome of this review will be to align opportunities for RD more closely with the researcher 'lifecycle' and with key personal and professional trajectories.</p> <p>Amongst other measures, we will use CROS 2015 to gauge postdocs' perceptions of the quality specialist careers provision and their engagement with it. (CROS 2013: 85% of those who had accessed Careers support for postdocs found this helpful / very helpful)</p>	<p>RD Committee, Office of Postdoc Affairs</p>	<p>Early 2016: report presented to RD Executive and Committee</p> <p>2016-18: evidence that outcomes inform development and delivery of researcher development strategy</p>
<p>A major drive will continue to increase the representation and effectiveness of representation by postdocs in governance. PdOC and the Office of Postdoc Affairs will continue to champion both the development of departmental postdoc committees and the formation of the committee of the chairs of those departmental committees, in order to provide an infrastructure for the community to articulate their needs and get them heard, e.g. at the HR committee. In parallel there is a concerted move to increase the postdoc representation on senior University committees and working groups.</p> <p>During 2014-15 and 2015-16, we anticipate up to eight new departmental postdoc committees will be formed in each year. During the same period, we anticipate that all new Committees and working groups which consider matters relevant to postdocs will have postdoc representation. We anticipate that key University Committees, such as HR Committee, will have postdoc representatives.</p> <p>In collaboration with HR, the Office of Postdoc Affairs will develop a proposal for a leaver survey for postdocs leaving Cambridge, with the aim of tracking employability data which may be used to inform the career education strategy of the Careers Service as well as other</p>	<p>PdOC Society / OPdA</p>	<p>Postdoc representation will be monitored annually, with reports to the University's Office of Postdoc Affairs Steering Group each year during April / May..</p> <p>Proposals for a leaver survey to be presented to the Steering Group in April / May 2016.</p>

relevant initiatives.		
Personal and Professional Development for Postdocs: PPD will continue to increase the number of opportunities for postdocs/research staff to engage with personal and professional development activities and resources on dedicated web pages. PPD will also strive to increase the resources allocated to leadership and educational development activities including the Emerging Research Leaders' Development Programme and the Teaching Associates' Programme, and to secure an increase in allocated resourcing for postdoc/research staff support.	PPD	2014-16: Participation rates are reviewed in October / November each year. Programme reviews and resourcing plans are undertaken each year (June and October-December, respectively).
<p>Careers support: A key area of service enhancement will be increasing the breadth and types of information on international careers, both when it comes to the academic job market and other sectors. This is indicative of pressing economic realities as well as the international diversity of Cambridge's research staff population (more than 50% are not from the UK). We will, for example, develop and launch a new set of web pages and sample application materials for North American and European job applications.</p> <p>The Careers Service for Postdocs will continue to seek feedback from research staff on their preferred format(s) for engaging with career development. In the next two years, this will include more emphasis on video conferencing and webinar technology. We will, for example, plot a 'web event' modelled on an academic career-related theme.</p>	Careers	<p>Information on North American job applications launched by September 2015. Information on European applications launched by September 2016.</p> <p>Video-conferencing / webinar: pilot web event on academic careers run during April 2016.</p>
<i>Concordat Principle 6 Diversity and equality are promoted in all aspects of recruitment and career management of researchers</i>		
<b>Objectives and success measures</b>	<b>Lead</b>	<b>Specific measure and timeline</b>
The University's new online recruitment system is enabling better monitoring of equalities data. A key part of the University's strategy to improve recruitment and career management takes shape in the analysis of recruitment data by gender and other protected characteristics at University and Departmental level on an annual basis.	E&D	Data reviewed annually in January

<p>In order to continue to improve uptake of staff review and benefit derived from the process, we will introduce an online system for recording staff review and development and will monitor rates of engagement in staff review and in associated training. Rates of staff review will be monitored by the University annually and by national surveys such as CROS.</p>	<p>HR, departmental administrators</p>	<p>Rate of staff review monitored annually at University and Departmental level. Reporting by October each year.</p>
<p>To continue to support STEMM departments in gaining and renewing Athena SWAN awards, in the expectation that improved processes and practices in the recruitment and career development of women will benefit all staff and applicants.</p>	<p>Athena SWAN governance panel, E&amp;D, assigned contacts</p>	<p>By December 2015, all STEMM departments will hold Athena SWAN awards and / or are applying for renewal or upgrade.</p>
<p>In order to enable improvements similar to those in STEMM subjects in the arts, humanities and social science (AHSS), we will extend School / local staff surveys to inform departmental submissions for Gender Equality Charter Mark awards, following national developments for the Scheme</p>	<p>HR, Heads of AHSS Schools and Departments</p>	<p>Surveys completed by December 2015 with subsequent identification of issues implementation of actions. Progress reviewed biennially and improved scores across key areas of action at a local level in subsequent surveys.</p>
<p><i>Concordat Principle 7: Sector and stakeholders undertake regular and collective review of progress in strengthening attractiveness and sustainability of research careers in the UK</i></p>		
<p><b>Objectives and success measures</b></p>	<p><b>Lead</b></p>	<p><b>Specific measure and timeline</b></p>
<p>The University will champion the development of the Inter-University Early Career Researcher Network. This is currently an informal collaboration between 12 UK universities and we will strive to develop and sustain an agenda of sharing best practice and disseminating it nationally. We expect that more Universities will join in 2015</p>	<p>Office of Postdoc Affairs</p>	<p>2014/15 – Ongoing development with second meeting proposed for March</p>

(supplementary information about the current membership of the Network is provided at annex 5).		2015. Recognition and reporting expected by October 2015 with termly meetings to be set.
To continue to contribute actively to national networks and to international ones, including Vitae, LERU and IARU.	Director of HR	active contribution to shaping agendas and delivering outcomes
To continue to seek feedback from staff on their employment experience and aspirations, including through local surveys and national surveys such as CROS. To increase participation and improve dissemination of findings, including through the Office of Postdoc Affairs and the Postdoc Departmental Chairs network.	Office of Postdoc Affairs,  RD Committee, HR	Increased participation in CROS 2015 and improved dissemination through Office of Postdoc Affairs and associated networks. Progress will be reported to the Office of Postdoc Affairs Steering Committee in April each year.
<p>Development of a new postdoc led entrepreneurship committee with support from industry and Cambridge Enterprise. This committee will contribute to bid for Erasmus funding in February 2015. The proposal is being developed by the Office of Postdoctoral Affairs in conjunction with a number of EU Universities, Corporations and Enterprise Centres.</p> <p>We envisage that the committee will develop a schedule of weekly meetings with a series of networking, funding and lecture opportunities during 2015.</p>	Office of Postdoc Affairs / Cambridge Enterprise	<p>Establishment of the Entrepreneurs club constitution by December 2014 with a view to a formal launch in February 2015.</p> <p>Proposal for an Erasmus Knowledge Alliance bid either February 2015 or February 2016.</p>
Office of External Affairs and Communications: this Office will seek input from postdocs on	External	Monitor participation



# UNIVERSITY OF CAMBRIDGE

Human Resources

training and development aspirations relating to communications, working with the media, outreach, public engagement and research impact. We plan to increase and monitor the number of postdocs taking part in training sessions and practical experience of public engagement through working with the media or face-to-face public engagement through events such as the Cambridge Science Festival and Festival of Ideas.	Affairs	rates by postdocs in training sessions and practical experience of public engagement (October-December each year)
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### **Appendix 3: the University's structures, governance and staff populations**

The University has over 140 Departments, Faculties and Centres across the full spectrum of academic endeavour; Cambridge's 31 Colleges are autonomous. Together, the University and the Colleges provide students' teaching and research environments. In 2013, the University had nearly 19,000 students (including 7,000 postgraduates), over 3,400 members of research staff and over 1,800 academic staff. In October 2013, 57% of academic staff and 88% of research staff were in science, technology, engineering, mathematics and medical (STEMM) departments. There are six Schools of the University: Arts and Humanities; Biological Sciences; Clinical Medicine; Humanities and Social Sciences; Physical Sciences; Technology.

A self-governing community of scholars, the University's governing body is the Regent House (with more than 5,000 members, including University Officers and heads and fellows of the Colleges). The University's Council is the principal executive and policy-making body and the General Board of the Faculties advises the University on education policy and resource control; the General Board is responsible for maintaining a high standard of teaching and research. Each School has its own Council, which includes representatives of its constituent Faculties and Departments, and each School is represented on the General Board.

Cambridge is a diverse University. 23% of our postdoctoral research staff ('postdocs'), for example, are from the EU (beyond the UK) and a further 20% are from outside the EU. We consider that the excellence for which Cambridge is known is linked with this diversity. The University is committed to ensuring that Cambridge is a supportive and inclusive environment for all our students and staff<sup>4</sup>.

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<sup>4</sup> See, for example, Professor Jeremy Sanders, Pro-Vice-Chancellor for Institutional Affairs, <http://www.cam.ac.uk/for-staff/news/gender-equality-awards-for-university-and-departments>.

**Appendix 4: Acronyms used in this submission**

STEMM	Science, Technology, Engineering, Mathematics and Medical subjects
CROS	Careers in Research Online Surveys
PdOC	Postdocs of Cambridge Senior Society
SRD	Staff review and development
OPdA	Office of Postdoctoral Affairs
PPD	Personal and Professional Development
LERU	League of European Research Universities
AGCAS	Association of Graduate Careers Advisory Service
RCUK	Research Councils UK
SRP	Senior Research Promotions
RDC	Researcher Development Committee
CRASSH	Centre for Research in the Arts, Social Sciences and Humanities
TAP	Teaching Associates' Programme
E&D	Equality and Diversity
AHSS	Arts, Humanities and Social Sciences
ERLDP	Emerging Research Leaders' Development Programme
RD	Researcher Development
IARU	International Alliance of Research Universities
PVC	Pro-Vice-Chancellor

## **Annex 5: The Inter-University Early-career Researcher Network**

Current membership (December 2014)

King's College London  
Imperial College London  
University of Bristol  
University of Cambridge  
University of Durham  
University of Glasgow  
University of Edinburgh  
University of Leeds  
University of Nottingham  
University of Oxford  
University of Sheffield  
University of York

Further universities are expected to join the Network in 2015.