

# EMPLOYMENT AND CAREER MANAGEMENT SCHEME FOR RESEARCHERS

## *Introduction*

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The University of Cambridge contributes to society through the pursuit of education, learning and research at the highest international levels of excellence. Excellence in research arises from the commitment, motivation and hard work of our research communities, including our research staff, who make a valued contribution. The University recognises its responsibility towards its members, including its responsibility to support researchers in managing their careers and fulfilling their responsibilities in carrying out research.

The University's Employment and Career Management Scheme for Researchers draws on the framework of the national Concordat to Support the Career Development of Researchers. It builds on existing processes and good practice within the University, and is informed by good practice across the UK. It is intended to contain clear minimum standards, and to be sufficiently flexible for Departments, Faculties, Institutes and Centres to adapt it to the needs of their research communities.

The Scheme sets out University policy on the employment and career management of researchers. Researchers, principal investigators and/or the supervisors of researchers, and heads of department and departmental administrators are encouraged to refer to the shorter guidance notes that are provided with this Scheme.

The Scheme is structured around five principles:

1. The University aims to select and recruit researchers with the highest potential to achieve excellence in research;
2. Researchers are significant participants in and essential contributors to the University's success in research;
3. Researchers must be equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. Researchers' personal and career development are recognised and promoted at all stages of their careers. The responsibility for this is shared between the individual and the University. Researchers should pro-actively engage in their own career development;
4. Equality and diversity are promoted in the recruitment and career management of researchers;
5. The University will work with key stakeholders in the sector to undertake regular and collective reviews of progress in strengthening the attractiveness and sustainability of research careers in the UK.

### **Scope of the Scheme**

This Employment and Career Management Scheme sets out the University's provisions and guidelines for the employment of researchers. Researchers are broadly defined as individuals whose primary responsibility is to conduct research and who are employed for this purpose. This definition includes a wide range of research staff with different disciplinary backgrounds, levels of training, experience and responsibility, types of contract (fixed- or open-ended, full- or part-time), and different career expectations and intentions.

The Scheme applies to those researchers employed within the University's Departments, Faculties, Centres and Institutes (hereafter referred to as 'Departments') by the Chancellor, Masters and Scholars of the University of Cambridge. The Scheme is presented as a framework and it is expected that it will be applied in a flexible and appropriate way, in accordance with the experience and needs of researchers.

This Scheme has been developed in the light of the national Concordat to Support the Career Development of Researchers (2008) and the European Charter for Researchers (2005). This Scheme replaces the former Code of Practice Document for the Employment of Contract Research Staff.

This Scheme contains guidance relating to intellectual property rights policy. This guidance is provided solely to aid understanding. Every effort has been made to incorporate the latest information at the time of publication. However, if the guidance contained in this Scheme deviates from University Policy, the University's intellectual property policy take precedence.

This Scheme has been approved by the University's Human Resources Committee.

### **Related resources**

- The Concordat to Support the Career Development of Researchers: <http://www.researchconcordat.ac.uk/>
- Employment and Career Management Scheme for Researchers: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/ecm-scheme/>
- Career management tool for researchers: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/careers/>
- Managing researchers' careers: guidance for principal investigators and supervisors of researchers: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/pi-notes/>
- Managing researchers' careers: guidance for heads of department and departmental administrators: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/inst-notes/>
- Intellectual property rights policy: <http://www.admin.cam.ac.uk/offices/research/research/ipr.aspx>

## **1. Selection and recruitment of researchers**

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The University aims to select and recruit researchers with the highest potential to achieve excellence in research. All appointments of researchers will be made in accordance with the University's recruitment guidance and equal opportunities policy, which promote the principles of fair and open selection. The Human Resources Division and the Centre for Personal and Professional Development provide training in fair selection.

- The University's Recruitment Guidance: <http://www.admin.cam.ac.uk/cam-only/offices/hr/recruitment/>
- Training in fair selection: <http://www.admin.cam.ac.uk/offices/hr/cppd>

## **2. Researchers' employment: policies and protocols**

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Researchers are significant participants in and essential contributors to the University's success in research. The short-term, external funding of research projects imposes many constraints. Within these constraints, it is University policy to offer as much security of employment as possible. The University complies with the provisions of the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002. These regulations require that staff with fixed-term contracts should not be treated less favourably than comparable staff who have open-ended (permanent) contracts. The Regulations also provide that after four years a fixed-term contract that has been renewed is to be treated as open-ended, unless there was an objective justification for its fixed-term nature at the time of its last renewal.

The University's policy on fixed-term contracts is that fixed-term contracts should be used only where they can be objectively justified, for example where the purpose of the appointment is to undertake a specific project within a specific timeframe or to provide for the appointment of a replacement during a period of leave. An appointment will normally be offered for the duration of a research project, provided that the researcher has satisfactorily completed the probationary period of the appointment and the researcher's skills are appropriate for the duration of the project. In accordance with University policy, the initial term of appointment should normally be limited to a period of not more than **five** years.

It will normally be the case that a researcher whose employment is extended or renewed will be transferred to an open-ended contract. This contract may include a funding clause relating to the duration of funding which has been secured to extend/renew the contract.

Detailed guidance on the use of appropriate contracts is available from the Human Resources Division.

### **Related resources**

- Guidance on the use of fixed-term contracts, including transfer to open-ended contracts: <http://www.admin.cam.ac.uk/offices/hr/policy/fixed>

#### ***i. job titles and duties***

Job titles for researchers are determined by departmental employing authorities. Most researchers' job descriptions are generic and therefore have a degree of flexibility and adaptability incorporated into them.

A researcher should be given a summary project plan, provided by the principal investigator or supervisor. This plan should clarify what the researcher is expected to contribute to the research project. It is recognised that these expectations may change as the researcher settles into the role.

Research Assistant (grade 5)– for researchers who are educated to first degree level and who possess sufficient breadth or depth of knowledge in the discipline and of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to research associate, if this is appropriate for the duties and

responsibilities of the post. Promotion is not automatic and depends upon the role holder fulfilling all the duties of the role of research associate.

Research Associate (grade 7) – for researchers with some research experience who have normally have been awarded a doctoral degree. Their research activity will provide substantial scope for academic judgment, originality, interpretation and presentation of results. Research Associates will often have supervisory responsibilities for more junior researchers and may well exercise full authority over many aspects of project work. For appointments at the level of research associate the Department may use the title of ‘fellow’ where this is a condition of the sponsor’s award.

Senior Research Associate (grade 9) – for researchers with at least three years’ experience as a postdoctoral Research Associate, or equivalent. Most Senior Research Associates will have full operational responsibility for a major project or research facility and some may hold research grants in their own right. They will have demonstrated a high level of competence and an independent standing as researchers. Appointment as a Senior Research Associate requires the approval of the relevant Faculty Board (or equivalent body). \*For appointments at the level of senior research associate the Department may use the title of ‘fellow’ where this is a condition of the sponsor’s award.

Principal Research Associate (PRA) (grade 11) – this appointment is at a level equivalent to Reader. (A generic role profile for Readers is available on the Human Resources Division website.)

Researchers may be considered for promotion to or may be recruited to PRA under the University’s procedures. The criteria and evaluative standards used for appointment at this level are those specified in the guidance on the senior academic promotions scheme and these appointments will be reported to the University’s Human Resources Committee. Where a post arises out of a national scheme run by a major research sponsor, any title associated with that post may be used.

Director of Research (DoR) in (field of research) in the Faculty/Department, etc, of X. (grade 12)

This appointment is at a level equivalent to Professor. A generic role profile for Professors is available on the Human Resources website.

Researchers may be considered for promotion to or may be appointed on recruitment to DoR under the University’s procedures. The criteria and evaluative standards used for appointment at this level are those specified in the guidance on the senior academic promotions scheme and these appointments will be reported to the University’s Human Resources Committee. The Senior Academic Promotions Scheme is outlined on the Human Resources website.

### **Related resources**

- Generic role descriptions: <http://www.admin.cam.ac.uk/offices/hr/reward/pd33>
- Senior Academic Promotions: <http://www.admin.cam.ac.uk/offices/hr/promotion/2011/>

### **ii. documentation**

All researchers must receive the same forms of employment documentation as other unestablished academic-related staff of the University:

- a conditional offer letter (a template is available);
- a formal contract signed by the relevant appointing authority and issued within eight weeks of the starting date;

- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- the University Staff Guide: Academic, academic-related and research staff (which includes relevant University policies, including guidelines on good research practice, intellectual property rights, health and safety and financial regulations).

In addition, researchers should be directed to this 'Employment and Career Management Scheme' and to the 'career management tool for researchers'.

### Related resources

- Template conditional offer letter: <http://www.admin.cam.ac.uk/cam-only/offices/hr/recruitment/administration/results.html>
- Generic role descriptions: <http://www.admin.cam.ac.uk/offices/hr/reward/pd33>
- Staff Guide for Academic, Academic-related and Research Staff: <http://www.admin.cam.ac.uk/offices/hr/staff/guide/>
- Employment and Career Management Scheme for Researchers: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/>
- Career management tool for researchers: <http://www.cam.ac.uk/staffstudents/research-staff/ecm/careers/>

### **iii. Responsible conduct of research**

All researchers should read the University of Cambridge's Guidelines on Good Research Practice. These may be accessed through the Staff Guide. These guidelines emphasise the importance of integrity and rigour in all research carried out at, and in partnership with, the University.

The University expects everyone engaged in research to observe the seven principles identified by the UK Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership), whether they are employees of the University or students, subject to the terms of any governing agreement.

Heads of department are ultimately responsible for ensuring that all researchers in their institutions are made aware of all relevant University policies and guidelines on research integrity. These policies and guidelines include ethics in research and the requirements to work under legal licence, where this is applicable.

### Related resources

- Guidelines on good research practice: [http://www.admin.cam.ac.uk/offices/research/research/Good\\_Practice.aspx](http://www.admin.cam.ac.uk/offices/research/research/Good_Practice.aspx)
- Ethics in research: <http://www.admin.cam.ac.uk/offices/research/research/ethics.aspx>

### **iv. defining roles and expectations: induction, probation and career management process ('appraisal') for researchers**

At the beginning of any appointment, the head of department (or his or her nominee) should clearly identify the immediate supervisor of a researcher and establish the nature of that supervision. Supervisors must ensure that new members of staff are formally inducted, that all responsibilities of the job are explained to them and that research objectives and work performance are regularly discussed.

The head of department, or a principal investigator (PI), or a similar supervisor/line manager who can act as a deputy, is responsible for ensuring that new researchers fully understand the duties of the post, the standards expected, institutional practices, reporting requirements of the sponsor and other such management issues.

Supervisors should ensure that newly appointed researchers are aware of, and given time to attend, the relevant University induction programme.

The University has published clear guidelines on probation for researchers. All newly appointed researchers must have a clearly defined probationary period, and regular probationary review meetings should be held during this time. These probationary review meetings should include discussion of performance on the research project. Early in the period of appointment, a general discussion should be held with the researcher to help clarify his/her career aspirations and to identify, in general terms, those skills, knowledge and/or experience which need to be developed in order to support the researcher's career aspirations. It is recognised that these aspirations may change, and that any change may affect these development needs. It is, however, important to give time to a general discussion on career aspirations early in the period of appointment.

After the end of the probationary period, once the appointment is confirmed, review meetings should continue under the University's career management ('appraisal') process for researchers. This process is designed to support researchers in managing their careers.

In exercising their responsibilities, supervisors and other departmental managers should take into consideration the advice provided by the Human Resources Division and Cambridge Research Office.

### Related resources

- Probationary arrangements for researchers: <http://www.admin.cam.ac.uk/cam-only/offices/hr/probation/crs/>
- University employment policies: <http://www.admin.cam.ac.uk/offices/hr/policy/>
- Research Office: <http://www.admin.cam.ac.uk/offices/research/>
- Careers Advisers for Research Staff: <http://www.careers.cam.ac.uk/pdoc/pdocportal.asp>
- Centre for Personal and Professional Development: <http://www.admin.cam.ac.uk/offices/hr/cppd>

### **v. Pay**

Researchers should be paid on the relevant University scales, unless a different pay scale is applied by the funder or fellowship scheme. As is the case for other staff, researchers will be entitled to annual salary increments, within the salary range for their grade.

Salary scale revisions approved by Council will be applied to all researchers, subject to any special provisions required by the funding body concerned. Researchers are eligible to be considered for promotion and merit pay, just like other staff.

When a member of research staff is employed on a subsequent research contract, the job title and salary must be clearly stated. The salary will be the same, if the new roles in on the same grade as the previous one. If the new role is on a higher grade, a higher salary will be set, in line with University policy.



Note that budgeting for progression may require the approval of the relevant funding body.

#### Related resources

- Salary determination: <http://www.admin.cam.ac.uk/cam-only/offices/hr/recruitment/administration/salary.html#research>

#### **vi. Promotion**

Progression from one grade to another is not automatic and requires the positive recommendation from the Head of Department or his/her designated representative.

Funding applications may include budgetary provision for promotion during the period of the project. If this is the case, Heads of Department may recommend promotion to a higher research grade.

Research Assistants who gain their PhD during the course of employment will normally be recommended for promotion to Research Associate, if this promotion is appropriate to the duties and responsibilities of the post, and provided the necessary funding is available.

Promotion to Senior Research Associate requires both the positive recommendation from the Head of Department or his/her designated representative and also the approval of the relevant Faculty Board (or equivalent body).

In the case of promotion to grades higher than Senior Research Associate, the process for senior unestablished academic appointments should be used.

#### Related resources

- Senior unestablished academic appointments: <http://www.admin.cam.ac.uk/cam-only/offices/hr/appointments/>
- Senior academic promotion procedure: <http://www.admin.cam.ac.uk/offices/hr/promotion/2011/>

#### **vii. Conditions of service**

Researchers are entitled to the same conditions of service as other unestablished staff in relation to:

- hours of work;
- annual leave;
- membership of the appropriate staff pension scheme;
- disciplinary, grievance and appeal provisions;
- union representation and time off for union duties.

Researchers must be included in the Departmental/Faculty arrangements for appraisal.

The normal University arrangements, subject to sponsor conditions, apply to researchers in relation to paid sick-leave, to maternity, adoption, paternity and other parental leave, and to flexible working arrangements. Sponsor conditions do not affect employees' statutory rights.

#### Related resources

- University employment policies: <http://www.admin.cam.ac.uk/offices/hr/policy/>
- Universities and Colleges Union: <http://www.ucu.cam.ac.uk>

#### **viii. Facilities and support**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

Researchers will also have access to non-academic facilities, such as the University Centre, and to sporting facilities offered by the University, as well as other benefits available to University staff.

Where possible and appropriate, researchers should be offered a mentor. Guidelines on mentoring are available online.

### Related resources

- University Centre: <http://www.unicen.cam.ac.uk/>
- University sport: <http://www.sport.cam.ac.uk/information/staff.html>
- Staff benefits: <http://www.admin.cam.ac.uk/offices/hr/staff/benefits/>
- Mentoring guidelines: <http://www.admin.cam.ac.uk/offices/hr/cppd/opportunities/mentor/>

### ***ix. Intellectual property and academic freedom***

Researchers have the same intellectual property rights as other staff, unless the particular funding body has imposed special requirements. Any special requirements will be notified to staff on appointment. These rights will be referred to in the contract of employment and are in accordance with published University Intellectual Property Rights policy.

Researchers must comply with the terms of any funding agreements governing their research. These include: intellectual property rights; publication and/or confidentiality clauses within funding agreements; confidentiality agreements; or material transfer agreements (MTAs) if materials used in the research were obtained under such terms. The University of Cambridge does not enter into an agreement with a third party for research funding or obtain materials without the agreement of the principal investigator. If there is no restriction on intellectual property rights or confidentiality, and the principal investigator agrees, the researcher is free to publish. Researchers should be aware that publishing results prior to filing a patent application may mean the results can not be protected or commercialised at a later date, so it is important that the inventors agree which course to pursue ('patent and publish', delay publication for a specified time or 'just publish').

Researchers who feel that their work is inappropriately restrained, that their right to publish or disseminate the results of their work is not being respected, that they are not being given due credit for their work, or that they are restricted from exercising intellectual freedom should raise the matter, in the first instance, with the supervisor or principal investigator(s) concerned. If no agreement can be reached, a researcher should approach his/her head of department. If the matter remains unresolved, the researcher may wish to raise it under the University's grievance procedures, which allow for both informal and formal resolutions.

Researchers are required to disclose to their Head of Department/ Chair of Faculty Board and to Cambridge Enterprise Limited (who acts for the University in such matters) any intellectual property which may be patentable. This is to allow Cambridge Enterprise Limited to review the intellectual property for any obligations to sponsors and responsibilities to students.



All forms of intellectual property that do not require registration, such as copyright in literary works and software, belong to the creator, unless a funding agreement provides otherwise or unless the intellectual property is contained in documents created for the administrative or managerial purposes of the University or commissioned by the University (e.g. examination papers, library catalogues, special reports on policy or management). Where creators own the intellectual property, they may choose to commercialise it with the assistance of Cambridge Enterprise Limited, using the revenue-sharing arrangements which are part of the policy on intellectual property rights.

Any member of University staff, including researchers, may engage in consultancy with external organisations and any advice given during consultancy will not normally be regarded as forming part of any contractual obligations to the University. If researchers choose to undertake consultancy through the University's trading subsidiary, Cambridge University Technical Services (CUTS) Limited, which is administered by Cambridge Enterprise Limited, they may use University headed stationery. They are insured under the University's insurance policies and, if the head of department consents, researchers undertaking consultancy through CUTS Ltd may use University facilities for the provision of services.

Alternatively, any member of University staff, including researchers, may undertake consultancy in an entirely private capacity (i.e. not through CUTS Ltd). In this case, such staff must not represent themselves as acting on behalf of the University, nor use University headed stationery, nor use University premises, facilities or resources, and they will not be covered under the University's insurance policies.

#### Related resources

- University financial regulations: <http://www.admin.cam.ac.uk/offices/finance/regulations/index.shtml>
- Intellectual property rights: <http://www.admin.cam.ac.uk/offices/hr/staff/guide/terms/ip.html>
- University internal grievance procedure: <http://www.admin.cam.ac.uk/offices/hr/policy/grievance/grievance.html>

#### ***x. Getting involved in decision making***

Wherever possible, researchers should be encouraged to take part in local decision-making processes, for example by inclusion in relevant departmental committees. Institutions should provide a forum for researchers to raise issues.

Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

#### Related resources

- How the University works: <http://www.cam.ac.uk/univ/works/index.html>
- The Reporter: <http://www.admin.cam.ac.uk/reporter/>

### **3. Researchers' personal and professional development**

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#### ***i. career management***

Researchers should be made aware that the skills and achievements required to move on from a research position may not be the same as the skills and

achievements which they displayed to reach that position. Researchers should seek out appropriate opportunities to acquire new skills through experience, through attendance at conferences and academic networking, and training. Their supervisors should provide appropriate support.

In accordance with University policy on fixed-term contracts, all researchers should be kept informed about the state of funding for their post and project and about the likelihood of future funding or employment at the end of their current appointment. This is important information which helps researchers to plan their careers appropriately.

Researchers may aspire to academic careers; to research careers within or outside academia; or to careers which draw on their research skills, but do not have a specific research focus. Researchers have responsibility for managing and pursuing their own careers, in whichever area these may be. Researchers should be supported by their supervisors in seeking out opportunities to educate themselves about the variety of career paths that are open to them, including making good use of resources provided by the Careers Service, including the Careers Advisers for Research Staff. Researchers should consider realistic career options outside universities as well as within, so that any decision to pursue a further research appointment may be taken deliberately, rather than by default.

Researchers should request regular meetings with their supervisors to discuss their progress and career plans. These meetings should provide opportunities to discuss career aspirations, performance on the research project, and further training or development priorities. Each of these aspects should receive appropriate emphasis during discussions between researcher and supervisor.

Researchers and their supervisors should hold formal career management review ('appraisal') meetings at regular intervals. For researchers with shorter contracts, these meetings should be held every year; for researchers with longer contracts and/or longer service, these meetings should be held every two years.

### Related resources

- guidance on the use of fixed-term contracts, including transfer to open-ended contracts: <http://www.admin.cam.ac.uk/offices/hr/policy/fixed/>
- Careers Advisers for Research Staff: <http://www.careers.cam.ac.uk/pdoc/pdocportal.asp>
- Centre for Personal and Professional Development: <http://www.admin.cam.ac.uk/offices/hr/cppd/>

### *ii. Developing skills, knowledge and experience*

During research employment, a range of skills and experience may be developed which are valued in other contexts. Researchers and their supervisors are encouraged actively to seek out opportunities to develop skills, knowledge and experience, such as becoming involved in aspects of research management (e.g. budget and project management), teaching, publication and conference attendance, outreach activities, membership of committees and other community service, the preparation of research proposals, suggesting new research possibilities and sources of funding, and attending relevant courses.

In planning and managing their careers, researchers and their supervisors are encouraged to make use of guidance and materials provided by their Departments. The range of career support and personal development opportunities that are

available to researchers should be highlighted during the early stage of a researcher's appointment. Researchers and their supervisors should also refer to support available from the Careers Service, and its team of Careers Advisers for Research Staff, and from the Centre for Personal and Professional Development, including training and development opportunities targeted specifically at researchers.

Researchers are encouraged to register with the Careers Service as soon as possible, in order to educate themselves about the range of career paths open to research staff, within higher education and in the private and public sector. Personalised assistance, taking into account researchers' own circumstances and aspirations, is available from the Careers Advisers for Research Staff. The Careers Service can also advise on effective CVs, application and interview techniques, as well as on career management and transition skills for those wishing to pursue alternative employment outside of the University.

Researchers with ambitions for an academic post should be aware of the importance of gaining experience of undergraduate teaching and research student supervision, where it is practicable for them to do so, and where doing so:

- is consistent with the conditions of the funding body;
- provides student teaching of the required standard in accordance with the department's quality assurance requirements; and

has been approved by the person to whom the researcher is formally responsible for the performance of his or her research duties or, where appropriate, by the head of department.

#### **Related resources**

- Careers Advisers for Research Staff:  
<http://www.careers.cam.ac.uk/pdoc/pdocportal.asp>
- Centre for Personal and Professional Development:  
<http://www.admin.cam.ac.uk/offices/hr/cppd/>

### ***iii. Contributing to life of the Department and University***

Researchers are encouraged to play a full part in the life of the University and their department, research group, or relevant academic network. Researchers are encouraged to attend appropriate departmental staff meetings, or become staff representatives on a range of committees, such as faculty or departmental boards and health and safety committees. Researchers are encouraged to support and contribute to departmental seminars and similar events, take up networking opportunities and forge links with departments operating in related areas.

Cambridge is a collegiate University and there are opportunities for researchers to gain affiliation to one of the colleges. In addition to teaching opportunities (including college lectureships that may carry common room rights) and junior and senior research fellowships, some colleges provide attachment schemes for small numbers of post-doctoral researchers. Such schemes enable researchers to make appropriate and valued contributions to the college's academic and social life.

#### **Related resources**

- How the University works: <http://www.cam.ac.uk/univ/works/index.html>
- PdOC Society: <http://www.societies.cam.ac.uk/pdoc/>

### ***iv. Before funding ends***

Researchers wishing to continue their career at the University of Cambridge after the end of the current contract will be supported by their supervisor and/or the HR Division in the attempt to find suitable alternative employment. A nominated HR Adviser will be responsible, under the University's procedures for staff reaching the end of a fixed-term appointment, for drawing the researcher's attention to the University's jobs web pages, and for meeting regularly with the researcher (if the researcher wishes) to discuss alternative employment opportunities which may be suitable and for which the researcher has the appropriate skills and experience.

In the event that no suitable alternative employment is found, the researcher may be entitled to statutory redundancy pay. Advice is available from the departmental administrator. In case of doubt, advice is available from the HR Division.

#### Related resources

- Procedure for the ending of fixed-term contracts: <http://www.admin.cam.ac.uk/offices/hr/contracts/>
- Redundancy pay: <http://www.admin.cam.ac.uk/cam-only/offices/hr/contracts/redundancy.html>
- Careers Advisers for Research Staff: <http://www.careers.cam.ac.uk/pdoc/pdocportal.asp>
- Centre for Personal and Professional Development: <http://www.admin.cam.ac.uk/offices/hr/cppd>

## 4. Equality and diversity

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### *i. Equalities policy*

Researchers, like all other staff of the University, are protected by and have responsibilities under the University's Equal Opportunities Policy and its Combined Equality Scheme. The Equal Opportunities Policy demonstrates the University's commitment to equality of opportunity, inclusion and excellence, free from discrimination. The Combined Equality Scheme specifically covers policy in the areas of Race, Disability and Gender and explains how the University will fulfil its statutory obligations in relation to equalities legislation. Both policies cover functions that affect all staff, including researchers, at work and study including governance, leadership and management; assessment and academic progress; provision and access to support services, staff recruitment, selection, training, career development and progression; behaviour and discipline and partnership and community links.

Supervisors should ensure that they understand the implications of the University's Equal Opportunities Policy and Combined Equality Scheme for their management practice.

#### Related resources

- Equality and diversity: <http://www.admin.cam.ac.uk/offices/hr/equality/>
- Equality and diversity online training: <http://www.admin.cam.ac.uk/offices/hr/equality/programmes/online/>

### *ii. Equality and diversity networks*

The University's networks of staff, including researchers, and students are able to participate in and inform policy development with the support of the University's E&D section. These networks meet regularly and host engagement events throughout the

year. They organise a range of activities to raise awareness of the different experiences and concerns of its diverse community and to involve staff, including researchers, and students in policy development and consultation processes.

#### Related resources

- Diversity networks: <http://www.admin.cam.ac.uk/offices/hr/equality/network/>

### ***5. Implementation and review***

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The University will work with key stakeholders in the sector to undertake regular and collective reviews of progress in strengthening the attractiveness and sustainability of research careers in the UK. The University will monitor progress in implementing this Employment and Career Management Scheme. It will do so using a variety of suitable mechanisms, and will communicate with relevant committees and stakeholders within the University, within the UK and internationally, as appropriate.

#### Related resources

- The Concordat: <http://www.researchconcordat.ac.uk/>