

Appendix 2 Action Plan forward strategy 2017-2019

<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>		
2017 Forward strategy to 2019	Lead	Specific measure and timeline
Going forward, plans include raising awareness of the Returning Carers Scheme (RCS) through more publicity via the web and posters in institutions.	HR	Plans include raising awareness of the RCS through more publicity via the web and posters in institutions.
An Appointment Committee working group has been established to review its academic recruitment procedures to ensure that the best candidates can be attracted and recruited in a timely, fair and transparent way, adopting a professional approach to recruitment at all levels.	HR	By December 2017, the working group will develop a series of best practice guideline documents and principles which will be applicable across all recruitment activity in the University.
The University will consider introducing bias and selection specialists to inform the recruitment process.	HR Committee	Complete by end of Academic year 2018/19
<p>A new governance structure for the OPdA has been established with a joint committee of the Council of the University (principal executive and policy making body) and the General Board of the Faculties (responsible for the academic and educational policy of the University) called the Postdoctoral Matters Committee. The Committee will start meeting early in 2017, and its duties and responsibilities include:</p> <ul style="list-style-type: none"> • setting a strategy for postdoctoral matters in the University • securing and allocating resources to deliver that strategy • overseeing the delivery of that strategy by the OPdA • supervising the management of the OPdA • making an Annual Report to the Council and General Board, and other reports required by the Council or General Board. 	OPdA/HR	First meeting Spring 2017 and at least twice annually

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<p>Committee membership includes the PVC (Research) as Chair, the PVC (Institutional and International Affairs), the Director of Human Resources, four senior academics and two postdoctoral staff members.</p> <p>There is scope for co-opted members who could be drawn from the Director of the Careers Service, Head of Academic Practice at PPD, a third postdoctoral staff member, an external member from industry and/or a member of the Research Development Executive. The Director of the OPdA will be the Executive Officer of the Committee with the Head of the OPdA acting as Secretary. Setting clear strategic direction will enable advocacy and transparency.</p>		
<p>The University has just introduced pilot training sessions to provide introductions to implicit or unconscious bias. The purpose of these sessions is to help individuals to understand how biases influence the decisions they make. These include decisions around recruitment, selection, assessment, and broader interactions with others. The sessions include tutor input, group activities and videos, and seek to raise awareness about how to recognise and begin to manage the impact of implicit bias.</p>	HR	review of take up at the end of the academic year 2017-2018
<p>To advance consistent family-friendly practices and provisions for improved work-life balances and thereby promote the University as a family-friendly place to work for staff with caring responsibilities, E&D are preparing a scoping paper incorporating maternity/paternity leave for researchers, guidance for Principal Investigators, flexible working and support for returners, parents and carers, amongst others.</p>	E&D	Scoping Paper by September 2017.
<p>Recruitment plays a strong role within the University and to continue to improve recruitment and retention processes a handbook is being developed. Entitled the Postdoc Handbook, it will be sent out as part of a welcome package to incoming research staff and will give clear information about relocation, accommodation and all relevant HR policies with clear links to appropriate websites. The OPdA wants to make the take-up of new postdoctoral positions as smooth and 'joined up' as possible.</p>	OPdA	The handbook should be completed during the early part of 2017 and it will be sent to all departments and employing organisations who are part of the University.
<p>As part of the University's emerging People Strategy, induction has been identified as a key area for enhancement. This has culminated in the launch of a central induction website in July 2016. The</p>	HR	This project has just begun and it is

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<p>website contains essential information for all staff, including guidance on relocation, pay and benefits, and aims to complement the local induction programmes that take place in institutions throughout the University. The website also includes a section for managers and administrators, containing a toolkit of documents to support them in welcoming new members to their teams. The website provides information on the induction events tailored for postdocs which are run by the OPdA (see below).</p>		<p>anticipated that it will be complete within 12 months and a mechanism for evaluating the effectiveness of induction will be completed.</p>
<p>The OPdA offered eight inductions from October 2015 to December 2016, entitled 'Getting Connected', to ensure that every postdoctoral researcher benefitted from the range of information provided by the University Support Services. Since October 2015, when the programme was transferred from PPD to the OPdA, 510 postdoctoral researchers have attended the induction events, and in March 2016 inductions became compulsory for all postdocs.</p> <p>Overall, the OPdA has had great success with running its induction programme. However, there are some postdocs from previous years who have not attended any University-wide induction and this will be addressed in 2017-18.</p> <p>There are also plans to create further update meetings for postdocs after they have been in post for one year to 18 months</p>	<p>OPdA</p>	<p>2017 onwards – inductions to run three times per year.</p> <p>2016-2017 –Increase current attendance rates from 70% to 80% (roughly 750 new starters per annum)</p> <p>2016-2017 – postdocs and Junior Research Fellows (solely employed by the Colleges) will be invited to OPdA induction events. Further estimated 300 new starters</p>
<p>A review of all development opportunities and support for promotion (Senior Academic Promotion, SAP) is currently underway. There is a planned exercise to develop a set of minimum qualifications and academic excellence criteria that staff will need to be considered for promotion. There will also be much improved signposting for training and development at all stages of contract research staff levels (Research Associate/Senior Research Associate/Principal Research Associate).</p> <p>A Working Group set up under the emerging People Strategy is looking at Academic Career Pathways, including developing the new promotions scheme and a more streamlined process. The Working Group will also review developing promotions strands for research and teaching only posts.</p>	<p>Working Group, emerging People Strategy</p>	<p>The Working Group will be making proposals to the HR Committee by end of March 2017.</p>
<p>The Postdoc Alumni Scheme was launched in June 2015. All postdocs are eligible for alumni benefits and eligible postdocs who have left the University since 2008 have been contacted about the scheme. New postdoc leavers are contacted each month. In January 2016, the OPdA began contacting postdocs three months prior to their leaving date (when possible) to increase the likelihood of</p>	<p>OPdA/CUDAR</p>	<p>OPdA is able to capture >70% of leavers data as a result of this scheme.</p>

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<p>postdocs receiving the communication and joining the scheme.</p> <p>As of 31/10/16, over 1,100 postdocs have been registered for alumni benefits. An additional 750 were found to already be receiving benefits due to being former students of the University.</p> <p>Going forward, the OPdA will continue to partner with CUDAR (the University's alumni relations department) to manage and streamline the scheme and ensure all eligible and interested postdocs can register for alumni benefits quickly and easily. In addition, the programme will consider an output around destination data as a key action.</p>		<p>The aim is to consolidate obtaining destination data</p>
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<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>2017- Forward strategy to 2019</p>	<p>Lead</p>	<p>Specific measure and timeline</p>
<p>The new Cambridge Centre for Teaching and Learning (CCTL, launched in April 2016) aims to support individuals, encourage innovation and provide a strategic and operational focus for institutional, national and international priorities in higher education and development.</p> <p>CCTL represents a major innovation at Cambridge and it provides new opportunities for those who support teaching and learning at Cambridge, including postdocs. www.cctl.cam.ac.uk/</p>	<p>PPD/RDP</p>	<p>Ongoing from 2017</p>
<p>There is a new Postgraduate Certificate in Teaching and Learning in Higher Education and almost half of the first cohort are postdocs who teach Cambridge students.</p>	<p>RDP</p>	<p>The 2016 cohort comprises 16 people, of whom 8 are postdocs. The expectation is that the cohort will grow to between 30 and 40 over the next 3-</p>

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		5 years and the numbers of postdocs will increase proportionately.
<p>There is a new annual Teaching Forum, designed to provide a stimulating environment where those who teach and support education at Cambridge can share ideas, learn about innovative approaches to teaching, and discuss wider higher education issues. The first Teaching Forum (April 2016) was attended by more than 120 delegates, including postdocs.</p> <p>The programme included contributions by postdocs on education research projects and teaching innovations.</p>	RDP	Annual event.
<p>An important objective within RDP is developing an expanded and multi-tiered Leadership Programme for postdocs. This will involve developing a significantly expanded virtual learning environment, including more online tools and blended learning. There will also be a mixture of opportunities and platforms for leadership development incorporating large-scale events (masterclasses), a suite of workshops, experiential and contextualised development opportunities, and a Leadership Coaching Network. These will come together to form a tiered leadership approach.</p> <p>There will also be continued development of bespoke leadership programmes for University institutes and departments.</p>	RDP/Other providers	This will build incrementally from 2017-2020.
<p>A further RDP objective is developing an expanded Teaching and Learning Programme for postdocs. Initially, there will be a comprehensive study of the different forms of pedagogy that postdocs engage in. Then there will be more offerings for postdocs related to teaching and learning, inspiring creativity and supporting learning with a view to avenues of accreditation. A final aim within this objective is to develop teaching circles or teaching working groups.</p>	RDP	<p>Initial study – 6 months from the beginning of 2017.</p> <p>Teaching and Learning development is ongoing and there will be further development from 2017-2019.</p> <p>The development of teaching working groups is beginning and will continue to develop until at least 2018.</p>

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<p>RDP are also looking to develop a substantial repository of online materials. These materials will support career development strategies, communication skills, and teaching and learning. There will be at least one workshop to begin to capture appropriate content and there will be a broadening of online courses available to postdocs.</p>	RDP	2017-2020.
<p>Finally, RDP plan to develop further the Researcher Development Framework (CamRDF). Their aim is to create a dynamic vision/frame for the development of postdocs which is not solely competency based but rather poses dynamic questions that prompt postdocs to take a proactive approach to their development and professional lives – inspiring postdocs toward an ambitious and courageous approach to intellectual endeavours.</p>	RDP/RDX	2017-2018.
<p>The development of an expanded Coaching and Mentoring Programme for postdocs has begun. RDP's plans are to create a course series and online space to support postdocs in their development of coaching and mentoring skills and techniques for taking up personal and professional opportunities (being coached and mentored as well as being coaches and mentors). RDP will also support University institutes and departments in establishing mentoring schemes and coaching networks.</p>	RDP	Ongoing with further development from 2017-2019.
<p>With this ever-increasing need for postdocs to look more broadly at career options and to reflect on their ambitions and personal skills in addition to their academic prowess, the OPdA aims to include alumni postdocs, now working across multiple sectors including academia, in its mentor pool. This will provide a varied and richer pool of experience from which to offer advice. The OPdA also will seek additional mentors outside academia (industry) more generally to provide postdocs with broader and differing perspectives.</p> <p>Additionally, postdocs are increasingly becoming mentors to graduate students and the mentoring training is being expanded to provide postdocs with the necessary skills to become effective mentors.</p>	OPdA	The OPdA aims to utilise a base of industry mentors from the surrounding Cambridge area as well as Cambridge alumni (including postdocs who now benefit from the University's Alumni Scheme). This to be initiated in Spring 2017
<p>The Careers Service's destination data shows that an academic career is still the primary choice for most of the University's postdocs and one of the barriers to achieving this is securing their own personal funding. The service is looking at ways in which it can extend postdoc awareness of</p>	Careers Service	A large-scale event is planned for early 2017 for science postdocs, which will cover both early career and

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<p>fellowship opportunities as soon as possible to more fully support early career researchers.</p>	<p>Careers Service</p> <p>OPdA</p>	<p>career development fellowships, including how to find out about opportunities, how to get support, and how to be successful in obtaining a fellowship.</p> <p>At the same time, the Careers Service web pages will be improved greatly on this topic to make them more informative and user-friendly.</p> <p>The OPdA is also planning to improve its web pages by summer 2017 and there will be an additional section on fellowship and other job opportunities.</p>
<p>There are challenges for those postdocs looking to make a transition away from academia, among which is finding relevant work experience. Several Research Councils have funded internships for graduate students that have worked well, and the Careers Service, together with the OPdA, trialled a small pilot internship scheme funded by one of the Research Councils in 2016. The scheme gave postdocs the opportunity to spend more time working in a different environment, building up valuable skills and experience for a career transition</p>	<p>Careers Service</p> <p>OPdA/ Other providers/ HEAPP</p>	<p>The Careers Service will focus on supporting postdocs in finding relevant opportunities and will train postdocs in how to maximise the career benefit of a short-term internship programme. The service anticipates running 2-3 internship training sessions between 2016-2018.</p> <p>The OPdA, with other University providers, will seek to extend the internship scheme to postdocs across all disciplines in the University between 2016-2018. The first step will be to seek to secure funding from UK Research Councils, similar funding bodies (2016-2017) and existing industry partners in the HEAPP project (see below).</p>

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<i>Concordat Principle 6: Diversity and equality are promoted in all aspects of recruitment and career management of researchers.</i>		
2017- Forward strategy to 2019	Lead	Specific measure and timeline
The University will participate in the Race Equality Charter (REC) to ensure an environment for work and study that is inter-culturally inclusive and supportive of staff, parents and carers.	ICSG/SAT/CSG/E&D	A submission for a University Bronze Award will be prepared during 2017-2018.
Valuing early career researchers and working with inclusion involves addressing mental health. During 2016, the Departmental Postdoc Chairs Committee Network (DPCCN) added the additional need of 'well-being' to its original list of 13 (developed from Concordat Principles and listed in Appendix 3).	DPCCN/OPdA	The Postdoc Handbook will have a dedicated mental well-being section, and will also include mental health information and websites for the partners and offspring of postdocs in a bid to acknowledge the stresses of relocation for families. Estimated completion; April 2017
The University's well-being strategy encompasses the physical, mental and social health of employees and recognises that employees' values, personal development, and work within the University contribute to their overall well-being at work. A key element of this work is the annual Festival of Wellbeing programme, previously People Matter Week (PMW). The Festival of Wellbeing in June 2016 continued its focus on raising awareness of issues associated with mental and physical well-being for the University as an employer and its staff with a two-week programme of activities across the multi-campus University. www.wellfest.admin.cam.ac.uk/	HR/E&D	Annual, two-week festival.

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<p>In conjunction with the University's overall wellbeing strategy the School of Clinical Medicine launched its 'Raising Mental Health Awareness Programme' in early 2015, with the intention of embedding a culture of dignity in mental health that supports employees' health in the workplace. As the programme has evolved, the focus in year 2 has broadened to include physical wellbeing in order to ensure equal parity and signposting between all aspects of wellbeing. In line with this, the Clinical School rebranded the programme as 'The Clinical School Wellbeing Programme' in April 2016. www.medschl.cam.ac.uk/human-resources/staff-wellbeing/</p>	<p>School of Clinical Medicine</p>	<p>Annual event.</p>
<p>In addition, a Health & Wellbeing Working Group set up under the University's emerging People Strategy is looking at increasing the range of wellbeing initiatives, building on past success including a successful Management Essentials set of briefings for new supervisors (supported by online modules covering specific skills), updating the University's Wellbeing Policy and the Clinical School's mental health and wellbeing programmes.</p>	<p>Health & Wellbeing Working Group</p>	<p>The Working Group will take recommendations to the HR Committee in Lent Term 2017. Key proposals will include setting up a network of training wellbeing advocates, focusing on work pressure/demands including leadership/management training initiatives and lunchtime briefings for staff, and website development to publicise wellbeing events and provide information.</p>

Concordat Principle 7: Sector and stakeholders undertake regular and collective review of progress in strengthening attractiveness and sustainability of research careers in the UK.

2017- Forward strategy to 2019	Lead	Specific measure and timeline
<p>Although the Erasmus+ Knowledge Alliance bid was unsuccessful in 2016, the OPdA managed to secure funding from the original industry and HEI partners to enable the project to go ahead from January 2017. The OPdA has enlisted eleven partners to build on its pioneering initiatives during the</p>	<p>OPdA/Industry Partners/HEIs</p>	<p>2017-2020. A post has been advertised recently</p>

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<p>past three years. There are five industrial (enterprise) partners and four other HEIs including AstraZeneca, BP, Shell, Schlumberger, Swarovski, Innsbruck University, University of Glasgow and Paris Sciences & Lettres (PSL).</p> <p>The envisaged structured career enhancement support for postdocs, which is the core of the programme, aims to stimulate and promote more extensive interactions between postdocs and industry plus other sectors to empower postdocs to develop more broadly and better exploit their knowledge and skills. This will enable them to contribute to different sectors beyond their familiar domain of academia. Hence this programme has been tailored to build upon the expertise of the OPdA in providing a wide range of support to postdocs.</p> <p>All the programme outcomes will be made available to many additional EU stakeholders (HEIs and industries) and so benefit postdocs across the EU. Industries are keen to support this since they recognise that it will simultaneously assist them to innovate, grow and respond better to fast changing global markets.</p>		<p>and a Project Manager will be in place in the early months of 2017. Initial activity will involve the construction of a web portal to enable the partners to communicate effectively with each other and the Project Manager will travel and build relationships with all the institutes and industries for the internships to begin during 2017.</p>
<p>A high-level Working Group, comprising representatives from all key areas within the Collegiate University, was established in the months leading up to the June Brexit referendum. It is a forum for sharing and dissemination of information and best practice across the University in all issues connected to the UK's departure from the EU – including human resources and staffing, finance, communications, legal issues, student affairs and research.</p>	<p>PVC Research</p>	<p>Ongoing – timescales cannot be provided until timelines and policies on Brexit emerge</p>
<p>In light of the success of the Rising Stars Programme www.cam.ac.uk/public-engagement/rising-stars-public-engagement-training the OPdA and OEA will work together to expand the take up of the programme, and work with the outreach team to develop a new scheme focused on schools outreach including a bespoke training programme.</p>	<p>Office of External Affairs/Outreach office/OPdA</p>	<p>2017 onwards development and expansion</p>