

Appendix 1: Progress Report 2014-2016

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.

Objectives and success measures	Lead	Specific measure and timeline
<p>2014 ACTION PLAN</p> <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 online staff review and development recording system.</p> <p>2014-16 - where relevant, an increase in numbers of departments which develop tailored guidance in line with University guidance is expected; HR staff will support increasing numbers of departments in developing this guidance.</p> <p>2014-18: HR aim to increase the ease of use, value and engagement by research staff in staff review and development. Rates of engagement will be monitored in a variety of ways, including through CROS 2015 and through local staff surveys.</p>	HR	Annual reports concerning staff review and development will be presented to the HR Committee between January – March each year.
<p>PROGRESS</p> <p>An online SRD administration system was introduced in September 2015 for use by institutions. Uptake, which is voluntary, has steadily increased.</p> <p>The webpages covering the SRD Scheme for Research staff ('Career Management Scheme') were also updated in line with comments received from the DPCCN.</p>	HR	Statistics on SRD Activity will be reviewed in early 2017, including attendance at scheduled and tailored SRD courses.

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<p>2014 ACTION PLAN</p> <p>Following a successful pilot and University-wide launch of a 'Returning Carers' Scheme' (RCS) in 2013-14, the University will continue to offer funding of up to £300K for the academic year 2014-2015. 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>PVC Institutional Affairs/HR</p>	<p>2014-15: Scheme open for applications in February 2015.</p>
<p>We will bid for a further year's funding for this Scheme for 2015-16.</p>	<p>PVC Institutional Affairs/HR</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>
<p>PROGRESS</p> <p>An interim review of the RCS was presented to the HR Committee in June 2015. The evaluation assessed a questionnaire sent out to reward recipients from the 4 rounds and analysis of relevant data. There was a return rate of 44%, with all respondents commenting extremely favourably on the Scheme in terms of the positive impact of the funding in building their research career and the simple application process. 76% of applications were from research staff and 74% of applications were successful.</p>	<p>HR</p>	<p>Ongoing monitoring and development to meet demand.</p>
<p>Outcomes of this review include updating the application form and clarifying the conditions of the Scheme in the web guidance. See http://www.hr.admin.cam.ac.uk/policies-procedures/returning-carers-scheme. Since then, the Scheme has run on a more regular cycle at six-monthly intervals. It has also been confirmed that the Scheme has been extended to include working reduced hours.</p> <p>The annual budget has remained at £300K.</p>	<p>HR</p>	<p>In all, 8 rounds have been run (November 2016) and analysis of rounds 1-7 shows that there has been a 56% success rate. The annual budget has remained at £300K.</p>

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<p>Concordat Principles 3, 4, 5: <i>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>		
Objectives and success measures	Lead	Specific measure and timeline
<p>2014 ACTION PLAN</p> <p>The Researcher Development Committee (RDC) has begun a review of researcher development including faculty and central offerings. The review (which for postdocs takes place in year one only) 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>RDC/OPdA/PPD /RDP/Careers</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>PROGRESS</p> <p>The proposed review was undertaken in the early part of 2016, and in April of that year the Personal and Professional Development department, PPD, began to implement many of its recommendations. To this end, the newly-formed section of the PPD, the Researcher Development Programme (RDP), has developed a competency framework (CamRDF).</p> <p>Most of the University's Schools have recently agreed to adopt the framework so that it guides the future development of its researcher development provision, and to create a more balanced portfolio. PPD has also addressed the specific areas of need that had been identified by the review by developing further the overall programme of courses and initiatives, with focus on teaching and leadership.</p>	<p>RDC/RDX/OPdA /PPD/RDP</p> <p>RDX/RDC</p>	<p>From April 2016, Researcher Development Fund, RDF, allocations became contingent on the implementation of sound quality systems. New regulations state that all providers in receipt of RDF allocations are required to submit an annual Quality Management Plan (QMP) that needs to be approved and signed off by the project co-ordinator as a condition for the release of the funds.</p> <p>Mid-year progress reports are requested and adherence to the QMP will be considered in April 2017 before</p>

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		future allocations are confirmed. Where quality management arrangements are not considered to be appropriate, 2017-18 allocations will be reduced to reflect this.
<p>2014 ACTION PLAN</p> <p>Amongst other measures, we will use CROS 2015 to gauge postdocs' perceptions of the quality of 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>	Careers Service	
<p>PROGRESS</p> <p>From 2015 onwards, there has been a 100% 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, and further recruitment is ongoing). The Service continues to reach around 85% of Cambridge's research staff population based on CROS 2015 data.</p>	Careers Service	Ongoing and we will continue to use surveys for feedback as well as collating data from the Careers Service.
<p>Provision has been enhanced by increasing the ways in which feedback is solicited 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 did not eat into the day.</p>	Careers Service	Reported data from 2015-16 indicates more than 5,000 attendances from the postdoc community at activities provided within the Schools, PPD and the Careers Service – an increase of 25% since the last report.
<p>The Careers Service also continues to liaise with other stakeholders across the University (RDX, OPdA, PPD, PdOC, CRASSH) and to collaborate on joint programmes. Points of focus have been leadership, teaching and mentoring.</p>	Careers Service /RDX/OPdA	Ongoing.

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<p>2014 ACTION PLAN</p> <p>A major drive will continue to increase the responsiveness and effectiveness of representation by postdocs in governance. PdOC and the Office of Postdoctoral 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, 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 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 the HR Committee, will have postdoc representatives.</p>	PdOC/OPdA	Postdoc representation will be monitored annually, with reports to the University's Office of Postdoctoral Affairs Steering Group each year during April / May.
<p>PROGRESS</p> <p>Currently, there are 30 postdoc committees either in large departments or faculty-based, and these represent 84% of the postdoc community.</p>	PdOC/OPdA	84% of postdocs employed as staff by the University are in a department where there is a postdoc committee, i.e. from the CROS 2015 data, there were 2,842 postdocs directly employed by the University, of which 2,386 sit in departments with a postdoc committee.
<p>2014 ACTION PLAN</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 relevant initiatives.</p>	OPdA/HR	Ongoing.
<p>PROGRESS</p> <p>Researchers14 has identified a gap in in regard to destination data and optimising the delivery of researcher development activities. Whilst it is important to ensure that postdocs have appropriate</p>	OPdA/ Researchers14/	Ongoing.

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<p>training opportunities while still working as postdocs, it does not encourage continued contact with them after they leave the University, nor the involvement of this large group of talented ‘alumni’ many of whom go on to become influential in their chosen employment sectors. Hence the OPdA and the University’s Careers Service are considering various approaches to improve, regularly collect and update destination data, and are discussing this with major research funders who also would appreciate more robust data.</p> <p>Tracking destinations more effectively is a key strategic objective so that we can ensure the delivery of appropriate training and development, and knowledge of employment trends will be beneficial to refining professional development provision – an area that the University takes seriously in support of early career researcher options.</p>	<p>Careers Service /CUDAR/ RDP</p>	
<p>2014 ACTION PLAN</p> <p>Personal and Professional Development 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 (ERLDP) and the Teaching Associates’ Programme, and to secure an increase in allocated resourcing for postdoc/research staff support.</p>	<p>PPD</p>	<p>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>
<p>PROGRESS</p> <p>Resources were acquired to fund two full-time Researcher Developers for postdocs (they assumed their posts in May and June, 2016). Funds were also allocated to continue running ERLDP by external consultants during the six-month gap between the former Researcher Developer’s departure and the arrival of the two new full-time Researcher Developers.</p> <p>The Teaching Associates’ Programme (TAP), which is the externally accredited nine-month development programme for early career researchers who teach Cambridge students, has increased capacity. There are now 72 places which is an increase of 30% since 2014-15. Postdocs constitute two-thirds of places in 2016-17. http://www.training.cam.ac.uk/course/gdp-tap1</p>	<p>RDP</p>	<p>Ongoing.</p>

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<p>General course attendance has dropped from 2014-15 (overall attendance was 503) to 2015-16 (overall attendance was 375). However, there are mitigating circumstances. A Postdoc Researcher Developer left in December 2015 and the Department was left without a Researcher Developer for six months during 2015-16. The 'Getting Connected' (large induction event for postdocs) is no longer run by RDP and is now run by the OPdA. There has been reduced administrative support due to serious illness and ERLDP is run by external trainers.</p> <p>However, more collaborative work has been undertaken by PPD and specifically with the OPdA and RDP.</p>	<p>PPD/RDP/OPdA</p>	<p>Preparing for Leadership Pilot (18); Preparing for Leadership Action Learning (10); and a PdOC Masterclass (210).</p>
<p>2014 ACTION PLAN</p> <p>A key area of Careers 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). The Careers Service 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>Careers Service</p>	<p>Information on North American job applications launched by September 2015. Information on European applications launched by September 2016.</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. The Careers Service will, for example, pilot a 'web event' modelled on an academic career-related theme.</p>	<p>Careers Service</p>	<p>Video-conferencing/webinar: pilot web event on academic careers run during April 2016.</p>

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<p>PROGRESS</p> <p>The Careers Service has expanded its coverage of international careers. In the academic sector, there is video material from May 2016 on securing a postdoc or tenured position in the US thanks to an inspiring session by the renowned US careers expert, Dr Karen Kelsky, on 'Hacking the US academic job market'. Dr Kelsky's colleague, Kellee Weinhold, also provided detailed advice on interviewing for US academic jobs. In addition, the Careers Service has sourced many new (from 2016) podcasts and online career stories on its website from former Cambridge University postdocs who have secured independent positions in France, Germany, Switzerland, Brazil, Australia, China, Japan, USA and Canada.</p>	Careers Service	Ongoing.
<p>The Service has experimented with delivery formats and in March 2016 it hosted a first virtual careers 'web event'. Using Adobe Connect, the session 'Working as a Scientist for the EU' featured a guest speaker live from Italy, and the postdoc audience benefited from the hour-long talk and interaction with the speaker without leaving their desk. Feedback was highly encouraging: 77% postdocs said that they were more likely to attend this session as a webinar than as a traditional lecture, and all who responded to the feedback survey said they would like the Careers Service to do more webinars.</p>	Careers Service	To continue to identify and develop more virtual careers 'web events' and thus extend the service directly to postdocs in their workplaces.
<p>On average, the Careers Service offers 1,000 one-to-one appointments per year for postdocs. The number has risen from 650 in 2014 and there has been a similar increase in attendance at the workshops and events which form part of the postdoc career programme.</p>	Careers Service	Ongoing.
<p>The Careers Service continues to develop its programme based on feedback from postdocs but the focus of the past two years has been extending the programme to accommodate extra demand. The service has added extra 'locum' cover to provide support and reduce waiting times in busy periods, and it has run multiple sessions of the more popular workshops.</p>	Careers Service	Ongoing.

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<p>The postdoc Careers Advisers take an active role in University groups, with one sitting on the Athena SWAN Silver self-assessment team and another on the Dignity at Work group.</p>	<p>Careers Service</p>	<p>Ongoing</p>
<p>PROGRESS</p> <p>We referenced the OPdA in our previous submission and outlined the North-West development – a new community providing accommodation for key-worker staff, so largely postdocs and their families, research facilities, a primary school and supermarket. The OPdA will open their flagship office and meeting rooms at a prime location in the development in September 2017.</p> <p>Another OPdA office has just opened (September, 2016) at the Biomedical Campus (home to more than 1,000 postdocs) and, again, this newly-opened centre provides free meeting rooms, a library area and the opportunity for postdocs to meet each other. When fully functional, the three postdoc centres will cover the University’s increasingly widespread campus and enable postdocs to come together and therefore enhance their experiences of working at the University, as well as giving them opportunities for networking and socialising.</p> <p>The Biomedical Campus Centre already has taken substantial bookings from postdocs and is seeing a steady stream using the space as hot-desk working for periods in the day. The latter is a relatively new phenomenon and a consequence of tighter quarters across the Biomedical Campus.</p> <p>The events and activities range from masterclasses, “away” retreats and research days, induction, week-long writing groups, and social and networking events. In addition, activities for postdoc families are organised by the Newcomers and Visiting Scholars (NVS) Society which, although not part of the OPdA, are provided with office and meeting spaces in the existing two Postdoc Centres. The intention is to do the same in NWC since the two organisations have an excellent symbiotic relationship.</p>	<p>OPdA</p>	<p>Since opening in May 2014, the Mill Lane Postdoc Centre site has seen over 1,050 bookings with many activities developed, managed and/or delivered by postdocs from across the whole of Cambridge and including the PdOC Society, EPoC, PPD and the Careers Service.</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>		
Objectives and success measures	Lead	Specific measure and timeline
<p>2014 ACTION PLAN</p> <p>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.</p>	E&D	Data reviewed annually in January and the work is ongoing.
<p>PROGRESS</p> <p>The University has long recognised the challenges in achieving equal gender representation through all levels of the staff profile and supporting female staff to remain and progress within the institution. Policy work on gender was overseen in 2015-16 by the Gender Equality Working Group (GWEG and now called the Gender Equality Strategy Group, GESG). GESG's business over the year has included addressing issues for parents and carers, equal and gender pay, analysing academic progression rates for women and consultation towards the University's forthcoming Equality and Diversity Strategy (2017). All the above benefits early career researchers.</p>	GESG/E&D	Revised Equality and Diversity Strategy to be published during 2017.
<p>A part of the new strategy being developed by E&D is in improving staff disclosure to enable increasingly accurate monitoring of the recruitment, retention and promotion of disabled staff.</p>	E&D	As above.
<p>2014 ACTION PLAN</p> <p>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>	HR, departmental administrators	Rate of staff review monitored annually at University and Departmental level. Reporting by October each year.

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<p>PROGRESS</p> <p>The uptake of staff review and the online recording system will be looked at in 2017.</p>	<p>HR, departmental administrators</p>	<p>Statistics will be collated, reviewed, and reported on during 2017.</p>
<p>2014 ACTION PLAN</p> <p>To continue to support STEM 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&D, assigned contacts</p>	<p>By December 2015, all STEM departments will hold Athena SWAN awards and/or are applying for renewal or upgrade.</p>
<p>PROGRESS</p> <p>The University currently holds a Silver Athena SWAN award and, during 2016, work began on its renewal, scheduled for November 2017. With the expansion of the scheme to include arts, humanities, social sciences, business and law (AHSSBL) in May 2015, the University has focussed its attention during the past year on engaging these disciplines to progress.</p>	<p>Athena SWAN governance panel, E&D, assigned contacts</p>	<p>By mid-2015/2016 all STEM Departments at the University had submitted Athena SWAN awards at Bronze, Silver and Gold Levels.</p>
<p>Participation in gender equality benchmarking provides an opportunity for departments and the University to focus on developing good practice and positive interventions for female researchers and academics. The IDEAS Project (Sharing Good Practice Insights (on) Diversity, Equality (and) Athena SWAN) was developed during 2016 to capture work undertaken as part of the Athena SWAN submissions. The IDEAS Project creates an information base that departments and institutions can share, primarily internally. Hosted on the University's internal Moodle site, it provides ideas to help departments and institutions create action plans and strategies during their Athena SWAN activity.</p>	<p>E&D</p>	<p>The first AHSSBL departments will apply for awards in April 2017.</p> <p>Ongoing.</p>

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<p>The University's focus on gender equality is also evidenced by the number of high level events it hosts. A highlight is the Annual Women in Science, Engineering, Technology Initiative (WISSETI) Lecture that is always well attended by postdocs.</p>	<p>E&D</p>	<p>Annual and more regular events.</p>
<p>2014 ACTION PLAN</p> <p>To enable improvements in the arts, humanities and social sciences (AHSS), E&D 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 and implementation of actions. Progress will be reviewed biennially and there will be improved scores across key areas of action at a local level in subsequent surveys.</p>
<p>PROGRESS</p> <p>The Gender Equality Charter Mark has been replaced by Athena SWAN awards.</p>	<p>HR, Heads of AHSS Schools and departments</p>	<p>Complete.</p>

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<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>		
Objectives and success measures	Lead	Specific measure and timeline
<p>2014 ACTION PLAN</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 (supplementary information about the current membership of the Network is provided at annex 5).</p>	OPdA	2014/15 – Ongoing development with second meeting proposed for March 2015. Recognition and reporting expected by October 2015 with termly meetings to be set.
<p>PROGRESS</p> <p>Researchers14 (previously known as the Inter-University Early Career Researcher Network) comprises thirteen Russell Group universities from the UK. The OPdA was instrumental in establishing this new network jointly with Imperial College in 2014. It represents 65% of the research staff postdoc community, which totals approx. 45,000 in the UK. (See Appendix 5 for membership.)</p> <p>Postdocs are the sole focus for Researchers14 who, by meeting three times a year, provide an overview of the people, culture and issues pertaining to early career researchers, and who share and develop good practices for their development.</p> <p>Researchers14 is strategic in its activities, global in outlook and collaborative in its approach. Increasingly, the group is engaging actively with many of the major research funders (including Research Councils) who share similar values in striving to better support postdoc researchers.</p>	OPdA	Ongoing with three meetings per year.
<p>2014 ACTION PLAN</p> <p>To continue to contribute actively to national networks and to international ones, including Vitae, LERU and IARU.</p>	Director of HR	Active contribution to shaping agendas and delivering outcomes.

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<p>PROGRESS</p> <p>Active engagement with and contribution to national and international networks continues.</p>	<p>Director of HR</p>	<p>Ongoing.</p>
<p>2014 ACTION PLAN</p> <p>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.</p>	<p>OPdA/RDC/HR</p>	<p>Increased participation in CROS 2015 and improved dissemination through Office of Postdoc Affairs and associated networks.</p> <p>Progress will be reported to the Office of Postdoc Affairs Steering Committee in April each year.</p>
<p>PROGRESS</p> <p>The University will continue to engage with CROS and is also implementing a regular School and Faculty-based staff survey which will form an internal benchmarking process whereby the University can compare across its divisions and create some synergy between questions. This will be a semi-annual exercise and become an embedded part of the culture. It is proposed to share results across schools/faculties.</p>	<p>OPdA/HR</p>	<p>Ongoing.</p>
<p>2014 ACTION PLAN</p> <p>Development of a new postdoc-led entrepreneurship committee with support from industry and Cambridge Enterprise. This committee will contribute to a bid for Erasmus funding in February 2015. The proposal is being developed by the Office of Postdoctoral Affairs in conjunction with EU Universities, Corporations and Enterprise Centres.</p>	<p>OPdA/ Cambridge Enterprise</p>	<p>Establishment of the Entrepreneurs' Club constitution by December 2014 with a view to a formal launch in February 2015.</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>	<p>OPdA/Cambridge Enterprise</p>	<p>Proposal for an Erasmus Knowledge Alliance bid either for February 2015 or February 2016.</p>

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<p>PROGRESS</p> <p>Entrepreneurial Postdocs of Cambridge (EPoC) was launched in April 2015 and there have been more than fourteen events since then, with semi-weekly meetings and a current mailing list of over 400 individuals. EPoC has evolved with support from the OPdA, Cambridge Enterprise, and Cambridge Judge Business School. It considers its core remit to create awareness of entrepreneurial opportunities, support members in their pursuit of entrepreneurial careers, and foster a multidisciplinary network of entrepreneurial postdocs within the University.</p> <p>EPoC also ran the first ever postdoc business competition in September 2015 (with financial support from Cambridge Enterprise) and again in 2016 (with financial support from Cambridge Enterprise and Coca Cola), and more recently arranged yet another first for the postdoc community – an entrepreneurial event focused on social enterprise models. In today's knowledge-based economy, successful companies are increasingly looking to the world's leading academic research institutions for the next ideas from the most dynamic minds, namely postdocs.</p> <p>Recent additional and complementary activities are a trial internship programme and, by EPoC itself, Cambridge Minds. The latter allows innovative companies to rapidly harvest ideas and solutions to solve the problems they face by engaging, on a consulting basis, the University's postdocs whose collective expertise spans the academic disciplines and whose depth of knowledge is unparalleled.</p>	<p>EPoC/OPdA/CE N/CJBS</p>	<p>Ongoing. EPoC is becoming more widely known due to its inclusion in a University-wide entrepreneurial website development entitled the Cambridge Enterprise Network (CEN), which details all enterprise activities within the University and therefore creates more effective linkages for entrepreneurial postdocs, as well as outlining funding opportunities and developing appropriate entrepreneurial training.</p>
<p>2014 ACTION PLAN</p> <p>Office of External Affairs and Communications: this Office will seek input from postdocs on 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.</p>	<p>External Affairs</p>	<p>Monitor participation rates by postdocs in training sessions and practical experience of public engagement (October-December each year).</p>
<p>PROGRESS</p> <p>The Office runs an annual Rising Stars programme www.cam.ac.uk/public-engagement/rising-stars-public-engagement-training and over 120 early career research staff have attended. The Office continues its monitoring and has expanded its engagement work, specifically in the arena of social</p>	<p>External Affairs</p>	<p>Ongoing.</p>

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<p>media.</p>		
<p>PROGRESS</p> <p>Globally, the number of postdoctoral researchers is increasing and the length of the postdoctoral period is extending. The postdoctoral period is when individuals are expected to further develop their scholarly independence, their scholarly identity and their academic career trajectory, yet their experiences of gaining a permanent position in academia are relatively under-examined. There is also little evidence on which to base changes in policy and practice to facilitate their advancement.</p> <p>‘Navigating the Career Hairpin’ seeks to find out how researchers prepare for and deal with the significant career transition from being a postdoctoral researcher to achieving research independence by becoming a Principal Investigator (PI). The research specifically looks at the time-period from when researchers started their PhD to obtaining their first substantial grant as a PI. The project will develop resources to support the personal, professional and career development of postdoctoral researchers, and will provide data to inform researcher and educational development policy and practice.</p>	<p>RDP/Cambridge Insights</p>	<p>Three research-intensive Universities participated in the research study: the University of Cambridge and Imperial College London in the UK, and Leiden University in the Netherlands.</p> <p>Data were collected at an individual level through an in-depth interview method and at an institutional level using a template to capture the policies, funding and professional and career development support offered.</p>
<p>During 2014 and 2015, preliminary findings were discussed at several conferences and the research was published during 2016 and can be seen at www.emeraldinsight.com/doi/abs/10.1108/IJRD-12-2015-0033</p>	<p>RDP/Cambridge Insights</p>	<p>Complete.</p>