

University of Oxford

European Commission HR Excellence in Research: Ten-Year Review Report

Introduction

The University of Oxford achieved the HR Excellence in Research Award (HREiR) award in 2020. This is our fifth submission for reaccreditation. Our submission demonstrates our commitment to researchers at Oxford and to improving their working environment through the implementation of our action plans, specifically the HREiR Action Plan (2022-25) and the Concordat Action Plan (2022-25).

The University employs over 14,500 staff (July 2021). Of this number, approximately 5,000 are ‘researchers’: staff whose primary responsibility is to conduct research and who are employed specifically for this purpose. Researchers therefore equate to about one third of the staff profile of the institution. Researchers are at the heart of [Priority 8](#) of the University’s Strategy Plan (2018-24): [To] *Enhance the support and opportunities for (early career)¹ researchers*; and a core focus of [Research Commitment 2](#): *To invest in people, to support them and their research environment, thereby enabling the research endeavour to grow sustainably*. In addition, the University has made 18 ‘people’ commitments to improve support for all staff that include improvements to ‘recruitment and retention’, ‘working towards an increasingly diverse staff profile’, ‘supporting staff with their personal and professional development’, ‘supporting wellbeing’, ‘flexible working’, and creating ‘affordable homes for staff’. Our proposed HREiR Action Plan 2022-25 specifies how the University will realise these strategic aims.

Internal evaluation for our Report on HREiR Action Plan January 2020 – June 2022

In completing this HREiR reaccreditation submission, our key evaluation activities were:

- Analysis of the 2018 and 2021 staff experience surveys. The latter ran in the first half of 2021, in the midst of the Covid19 pandemic. Significant improvements were made to the 2021 survey (staff categorisation, questions, multiple-choice answers), and apparent trends indicated by the 2018 and 2021 survey data sets should be considered with this caveat in mind. In 2021, 2,437 ‘researchers’ completed the survey, compared to 1,932 in 2018. The rise in researcher responses, from 35% in 2018 to 48%, in 2021 cannot solely be accounted for by the difference in categorisation of ‘researchers’ between the two surveys. Working conditions during the pandemic and/or related concerns about the future may have motivated greater participation in 2021.
- Assessment of completed priority actions of the University committees whose policies have promoted the interests, wellbeing, and career support of our researcher community. These include Research & Innovation Committee, Personnel Committee, and Research Staff Steering Committee.
- The original Action Plan covered the period January 2020 – December 2021. It was agreed to extend the plan to June 2022 as key actions and progress had stalled during the Covid19 pandemic and associated lockdowns.

¹ The previous nomenclature of ‘early career researcher’ has been replaced in the University’s vernacular with ‘researcher’.

Key achievement and progress

Our action plan for the period January 2020 – June 2022 included a number of ambitious targets, against which progress has been made as detailed in the HREiR report. We would like to take the opportunity to highlight key progress and share additional noteworthy achievements which were not envisaged when the HREiR Action Plan was prepared in 2019:

- Creation and approval of pan-institutional Concordat Action Plan using an innovative deliberative democracy approach to engage a representative cross-section of stakeholders who were not already participating in policy or governance activities prior to signature of the 2019 Concordat in April 2021
- Launch of the Researcher Hub in April 2021, at the same event as signature of the Concordat. Secured internal funding of ~£1.2M from two competitive, strategic sources, to further the aims of the Researcher Hub
- Establishment and funding of the Researcher Hub has enabled researcher-focused pilots, such as: outdoor welcome events in the University's research woodland; a coaching approach to 1:1 careers support; and a trial of cross institutional speed mentoring. The pilots will inform induction, and the careers support strategy in 2022-25
- Appointment of five additional Academic Advocates for Research Staff: These are [Professor Matt Jarvis](#), MPLS Divisional Advocate; [Professor Stephen Tuck](#), Humanities Divisional Advocate; [Professor Heather Viles](#), Social Sciences Divisional Advocate; [Professor John Frater](#), Medical Sciences Divisional Advocate; and [Sir Tim Hitchens](#); representative of the Conference of Colleges. These Advocates join [Professor David Gavaghan](#), University Advocate for Research Staff, on the Research Staff Steering Committee
- Introduction of a revitalised structure bringing researcher representation into the governance structure of the University, and embedding the consideration of researcher career development within decision-making. Over 90% of departments have one or more researcher representative
- Expansion of researcher representation within Council, the VC Nomination Committee, and Personnel Committee – in addition to eight further University level committees and several divisional level committees
- Establishment of research staff fora in each of the four academic divisions, plus GLAM, to facilitate two-way dialogue and bring researchers' priorities to the fore within divisional plans
- Enhanced practical and financial support to the Oxford Research Staff Society (OxRSS) to review their effectiveness and re-focus their activities (review designed in conversation with Cambridge)
- Creation of a new unit: the Research Strategy and Policy Unit has a strategic focus on improving the research environment and culture; including co-development of, and regular updates to, research culture web-pages reflecting the implications of the Concordat commitments for researchers, their academic line managers, and for professional support staff
- Extensive consultation with researchers at every stage of selecting the design team for the University's planned 190-hectare mixed-use [neighbourhood at Begbroke](#).
- Design and publication of policy and resources to support the roll-out of annual [Career Development Reviews](#) across the institution
- Secured further internal funding of £225K to enabled the expansion of dedicated support available to researchers by the [Careers Service](#)
- Awards of ~£5K were made to 170 (early career) researchers under an internal emergency scheme to support those who had experienced significant disruption to their research as a result of the pandemic and their personal circumstances

Approach to preparation of the HREiR Action Plan July 2022 – May 2025

We have:

- Incorporated and built on Oxford's [Concordat Action Plan](#), designed using a social science approach based on deliberative democracy, known as 'Merging Knowledge' (see [Creating Oxford's Concordat Action Plan](#) and [Researcher Development Concordat – Platform of Practice \(vitae.ac.uk\)](#)). Reasons for choosing this approach included: ensuring that researchers were empowered to shape the content of the Plan on an equal footing with other stakeholders across the University; maximizing insights from Oxford's diverse research environments; and raising awareness of the Concordat's aims;
- Aligned the University's plans in pursuit of [People Commitment Two](#) in the University Strategic Plan 2018-24 '*To work towards an increasingly diverse staffing profile*' and so to build on the accreditation to date (e.g. bronze Athena SWAN award; bronze Race Equality Charter award, and inclusion in Stonewall's top 100 employers). Researchers form Oxford's largest and most diverse staff group, meaning that they are the intended beneficiaries of specific activities within all institution-wide action plans;
- Drawn on the University's commitments of compliance and improvement to research practices, such as [The Concordat to Support Research Integrity](#), [DORA](#), the [Knowledge Exchange Framework](#), and [Public Engagement in Research](#) objectives.

HREiR Action Plan 2022-25

Between January and March 2022, the draft Concordat Action Plan was extensively reviewed, improved and then approved by the four academic divisions, the Research Staff Consultation Group, Research Staff Working Group and Research Staff Steering Committee. It then received final approval by Personnel Committee (chaired by PVC People) and Research and Innovation Committee (chaired by PVC Research) before publication in April 2022. A sizeable majority of the HREiR plan submitted in this application directly replicates the Concordat Action Plan to ensure streamlined activity focused on agreed priorities. The HREiR Action Plan has been also approved on the behalf of the University by the PVC (People) and PVC (Research).

Activity that lies beyond our current Concordat Action Plan is consistent with the University's wider ambitions and plans, including those for related accreditations (such as Athena SWAN); internally agreed policy commitments (such as advancing research culture); and the University's commitment to nationally agreed frameworks (such as Research Integrity).

The HREiR reaccreditation process has been coordinated by the Researcher Hub, drawing on guidance from the Careers Service, the Equality and Diversity Unit, Personnel Services, and Research Services.

HREiR Action Plan Report for University of Oxford, January 2020 - June 2021



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Institution name:	University of Oxford	The institutional audience* for this action plan includes:		
Cohort number:	4	Audience	#	Comments
Date of submission:	31-Jan-20	Research staff	4,898	Direct beneficiaries of the action plan
		Postgraduate researchers		These staff groups will benefit from the action plan below but are not within the staff cohort on which progress will be monitored.
		Research and teaching staff		
		Teaching-only staff		
		Technicians		
		Clinicians		
		Professional support staff		
		Others:		

Column1	Obligation2	Action	Success Measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result
Environment and Culture							
Institutions must:							
ECI1(a)	Ensure that all relevant staff are aware of the Concordat	Research Staff Steering Committee (RSSC) to agree a Concordat communications plan with the University's internal communications manager. Question added to the Staff Survey to evaluate awareness of the Concordat. Voice representatives report that current awareness of the Concordat is very low.	Question about awareness of the Concordat added to the 2021 Staff Survey to provide baseline data. (An increase of 5% awareness in the following Staff Survey for the next action plan)	HT2021	Head of POD, on behalf of Advocate for Research Staff	A question about the awareness of the Concordat was added to the 2021 Staff Experience Survey: 33% of researchers were aware of the Concordat signed by Oxford in February 2021 .	Ongoing. Baseline data created. Awareness to be monitored by the Staff Experience Survey in 2023. Formulation of a communications strategy about the Concordat will be progressed under ECI2 of the HREiR Action Plan 2022-25
ECI1(b)	Ensure that all relevant staff are aware of the Concordat	To introduce all participants in the Welcome Events for Researchers to the Concordat & include a Concordat leaflet in induction packs.	For over 75% of researchers attending the Welcome Event for new Research Staff to report awareness of the 2019 Concordat in the feedback evaluation.	TT2021	POD Researcher Developer	The Concordat was signed by the Vice Chancellor at an online event in HT2021. 305 staff attended. 230 researchers attended centrally coordinated inductions in 2021, and a further 129 the first half of 2022.	No further action: The Concordat is the core theme of all Welcome Events and so attendees will not be asked to report awareness in feedback evaluation.
ECI2(a)	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	To create an email list of all research staff at the University for use by the Research Staff Hub / the Advocate for agreed messages to all research staff.	Email list created with over 4,000 members of research staff.	TT2020	Research Services	An email list has been created containing all employees on fixed-term or open-ended research contracts with the University based on data from HR Information systems.	No further action: The action is complete and success measure achieved.
ECI2(b)	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Work with the RSCG to find ways to better communicate University policies to researchers, through such routes as signposting via the Support for Researchers website.	Introduce a biennial RSWG audit of policy (and reporting to RSSC) that is relevant to researchers, to establish a baseline to understand the current state of policy and establish a realistic target for future reviews.	TT2021	HR & POD	The Research Staff Consultation Group were instrumental in initiating, designing and reviewing a Researchers Trailmap designed to signal relevant policies and provision for incoming researchers from their arrival to the final stages of their contract. The 'early essentials' on the Trailmap includes links to induction materials, the staff handbook and probation policy.	Carried forward: Progress has been made towards this action. Additional progress will be made via the formulation of a communications strategy about the policies which specifically relate to research staff will be progressed under ECI2 of the HREiR Action Plan 2022-25.
ECI2©	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Enhance, through the Research Staff Hub and our Support for Researchers website, information on staff benefits, including our childcare provision: https://hr.web.ox.ac.uk/staff-benefits	An increase in the percentage of researchers who agree they 'have access to mechanisms allowing them to voice issues that are relevant to them concerning central University policies' of 2 percentage points between the 2018 Staff Survey to the 2021 Staff Survey.	TT2021	HR & POD Researcher Developer	The percentage of researchers who reported that they 'have a voice on issues in my department' fell from 59% in 2018 to 48% in 2021. Similarly, the number who reported that they have a voice on issues within the University' fell from 29% in 2018 to 18% in 2021.	Carried forward: Progress has been made towards this action. Additional progress (particularly towards the success measure) will be made via the formulation of a communications strategy about the policies which specifically relate to research staff will be progressed under ECI2 of the HREiR Action Plan 2022-25.

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ECI2(d)	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	To appoint a Global Mobility Officer to assist staff who need to work abroad for some or all their contract (with issues such as tax and social security).	To record the number of research staff approaching the officer for assistance during 2020 and observe a 5% increase in 2021.	HT2020	HR	An International Working Manager was appointed in 2020. The International Working Arrangements policy (https://hr.admin.ox.ac.uk/overseas-working) was launched in March 2020. The policy was created to support research staff who need help with global mobility by providing clarity around international working arrangements and the possible immigration, tax, social security, and employment law implications of working outside the UK. In 2020, the number of research staff who received support with formal arrangements was 50. The number increased by 20% between 2020 and 2021. An additional 80 researchers received advice from the International Manager in 2021, and this number is on track to increase significantly in 2022.	No further action: The action is complete. Support in this area will continue as normal business.
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Ensure Advocate, RSSC, RSWG and RSCG engagement in the University's Wellbeing Strategy (to be developed in 2020 and which will include actions in relation to management development)	Membership of the Wellbeing strategy group to include research staff representatives, and in the annual survey of OxRSS representatives 70% believe they have contributed to University policies.	MT2021	Director of Safety and Occupational Health	The Wellbeing Programme Board was established in January 2021 to create a strategy on wellbeing whereby everyone is supported to feel and perform at their best as part of the University community. The Board reported to Personnel Committee in October 2021 and approved resource to further the findings of the report. Consultation with researchers and pilots targeted at this staff group will form an important part of the next phase in the strategy.	Carried forward: Relevant key findings of the report and strategy of the Wellbeing Programme Board will be progressed under ECI3(1) of the HREiR Action Plan 2022-25.
ECI4(a)	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Ensure that content on inclusive leadership is part of all PI leadership and management development	An increase in the number of research staff managers who feel 'very confident' or 'quite confident' in applying HR policies in managing or advising their staff (such as sick leave, family leave etc.) by 2 percentage points from the 2018 Staff Survey to the 2021 Staff Survey.	TT2021	RSWG	The number of managers who reported feeling confident of applying HR policies in managing or advising my staff (e.g. sick leave, family leave) fell marginally by 1%, from 66% in 2018 to 65% in 2021. It is noteworthy, that the Covid19 pandemic, and associated lockdowns, led to a significant number of new policies which required immediate implementation.	Ongoing: Further progress is planned towards this action under ECI4 of the HREiR Action Plan 2022-25.

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ECI4(b)	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Ensure appropriate RSSC and RWSG contribution to the University's Anti-Bullying and Harassment working group	A reduction in the percentage of staff who have experienced harassment, including bullying in the workplace, during the last year (from 10% in the 2018 Staff Survey).	MT2021	Director of HR	There was a reduction in the percentage of research staff who have experienced harassment, including bullying, to 7% for Grade 7 researchers, and 9% for Grade 8 researchers. (Importantly, the findings of the Preventing Bullying and Harassment Working Group (PBHWG) were considered by RSSC and RSWG, prior to approval by Personnel Committee in June 2021. The actions have also been considered and endorsed by the Harassment Working Group of the Race Equality Task Force (RETF) and are being integrated into the final RETF Strategy, which was approved by Council in June 2022. Also, refresher training for the University's 447 Harassment Advisors is currently being rolled out.	Ongoing: Further progress is planned towards this action under EC13, ECM3, and ECR4 of the HREiR Action Plan 2022-25.
ECI4(c)	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Ensure appropriate research staff representatives contribute to the University's Anti-Bullying and Harassment working group	Membership of the Anti-bullying and Harassment working group to include research staff representatives and in the annual survey of OxRSS voice representatives 70% believe they have contributed to University policies.	MT2021	OxRSS	Research staff were represented in the review by PBHWG (see ECI4(b)) via the interviews conducted across all staff and students groups. The annual survey of OxRSS voice representatives did not take place due to the introduction the new representational structure.	No further action: This specific action has been discontinued because the Preventing Bullying and Harassment Working Group (PBHWG) has reported. EC13, ECM3, and ECR4 of the HREiR Action Plan 2022-25 will seek to
ECI5(a)	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	The University already offers a range of interactive online training courses in research integrity for research staff and students. These provide an introduction to research integrity and are available at https://researchsupport.admin.ox.ac.uk/support/training/ethics . These courses are widely promoted (particularly at induction events) including by the University's research ethics committee and the University's Divisional representatives coordinating the provision of training to research staff and students. Classroom-based seminars/workshops addressing a wide range of topics related to research integrity are also organized by the University's Academic Divisions, departments and faculties and the Centres for Doctoral Training. The Divisional Skills Training representatives and Research Services are currently conducting a review of research integrity training and development available which is considering: - Future online research integrity training options - How best to track and monitor uptake of such training (to be made mandatory) - How to supplement online training with in-person workshops, training and development.	Revised and enhanced training to be available.	TT2020	Research and Innovation Committee & Divisional Training Committees	In March 2020, Research and Innovation Committee resolved that research integrity training should be compulsory for all researchers. To meet this requirement, updated online research integrity training (Epigeum) was launched in November 2020 (https://researchsupport.admin.ox.ac.uk/support/training/ethics). This consists of a core course and five supplementary (discipline-specific) optional modules. The core covers professional responsibilities, designing and conducting research, relationships, scholarly publication, dissemination and impact governance, and what to do if research misconduct is suspected. The core course is available to all University staff and research students (for whom the training is also compulsory). A shorter version of the course is also available for more experienced researchers. The online courses are supplemented by a wide range of in-person research integrity-related training provision organised by the divisions, departments, professional services, and Doctoral Training Centres. Researchers are now prompted to complete this training at various points, for example: at inductions; on submission of applications to	Ongoing: Significant progress has been made towards this obligation. See EC15 of the HREiR Action Plan 2022-25 for further future plans.

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ECI5(b)	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Following the publication of the updated UK Concordat to support research integrity in 2019, a working group will review and update the University's Academic Integrity in Research: Code of Practice and Procedure	Updated Code of Practice and Procedure published.	TT2020	Research and Innovation Committee	Updated Code of Practice and Procedure was reviewed and approved by Research and Innovation Committee in November 2020 and June 2022 (to reflect best practice and the requirements of the Concordat to Support Research Integrity). Updated code is available from https://hr.admin.ox.ac.uk/academic-integrity-in-research	No further action: This action has been successfully achieved.
ECI6(a)	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Continue to monitor relevant responses to questions in the biennial staff survey, reviewed by RIC and Personnel Committees.	Standard subset of staff survey questions agreed with RSWG whose responses will be used to give us a clear "pulse" indication of the research environment following each survey	TT2021	Advocate	The University has developed a strategy to strengthen research culture that consists of three pillars: research practice, valuing contributions and career development. This provides a backbone to focused activities across the institution involving all staff working in, or supporting, research. Work on research culture is informed by feedback on the recent REF submission.	Ongoing: A subset of staff survey questions has not been actioned and has been superseded by the plans outlined in ECI6 of the HREiR Action Plan 2022-25.
ECI6(b)	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Agree and implement an approach to run focus groups in prioritised areas in order to deeply understand the researcher perspective, following each staff survey. Report on the outcomes to RSCC and develop an action plan in consultation with RSWG and RSCG.	Focus group plan in place by HT2021 and implemented by MT2021	MT2021	Research Staff Steering Committee	Each of the four academic divisions has established a Research Staff Forum. Each department across the University is encouraged to select a researcher representative to join their respective forum. Each Forum is supported by a secretary who is a member of the RSWG and the RISN Research Culture COP. The Research Staff Fora act as focus groups via which the RSCC and RSWG are informed of researchers' priorities within this area, and also as a conduit by which researchers are informed of University and sector initiatives. One impact of the Fora (to date, they are still relatively new) is to enable researchers to set the priority actions of RSCC and to engage in 'deep dive' discussions on issues.	Ongoing: The divisional research staff for a will continue to act as focus groups under ECI6 and ECR5 of the HREiR Action Plan 2022-26.
Employment							
Institutions must:							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Set out a clear expectation that all members of interview panels have completed the online training course 'Recruitment and Selection' within an agreed period of time prior to conducting an interview (currently a requirement for Chairs of recruitment panels). Add a question to annual HR audit to measure the proportion of those who have undertaken this training prior to conducting interviews.	Over 75% of interview panel members to have undertaken the Recruitment and Selection course from TT2021 onwards	HT2021	HR, Head of Recruitment	Personnel Committee agreed a recommendation in Nov 2020 that all members of recruitment panels must undertake online training on Recruitment and Selection, Unconscious Bias, and Race Bias. This plan was not progressed due to the COVID pandemic. The HR Annual Audit was suspended in 2020 and substantially reduced subsequently. Also the University's Race Equality Task Force has been working on a submission to the Race Equality Charter scheme, which will provide a steer on training issues in due course. The University's Compliance Team have also been working on an all staff mandatory training requirement which includes an EDI module.	Ongoing: Departments will continue to be reminded through the annual HR self-assessment exercise of the recruitment, unconscious bias and race bias training requirement for all panel chairs and that it is strongly recommended that other panel members are trained.

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EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	To seek to establish a Research Staff Hub, with a core team (funding application submitted in MT 2019), to ensure researchers are invited to induction events and have a central place to access all relevant information about the community, policies and sign-posting to the wealth of support offered by the institution. The Hub will act as a beacon, attractor and convenor for cohering and advancing support for divisions and departments in their local initiatives. It will provide the means, staff and sustained focus to ensure the best of Oxford's existing support for research staff is made more widely available, working with divisions and departments to tailor subject-specific needs and cultures.	First phase of Research Staff Hub established, in line with funding agreed, with provision publicised on Support for Researchers website.	TT2021	Advocate for Researchers & RSSC & RSWG committees	The Researcher Hub was launched in April 2021, on the same date and event as signature of the Concordat by the Vice Chancellor. https://www.ox.ac.uk/research/support-researchers/researcher-hub/about-hub	Ongoing: The Researcher Hub has five staff members (3.6FTE) covering communications, policy, and support for University societies. The Hub will recruit additional members (2.4FTE) in September 2022 covering researcher development, events, and extending the support for University societies. See the University's Concordat Action Plan (https://researchsupport.web.ox.ac.uk/files/universityofoxfordconcordatactionplan2022pdf) and 'Responsibility' column of the HREiR Action Plan for Researcher Hub activities going forward.
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Agree and implement a requirement that all researchers are offered a career development review (CDR) to include consideration of workload allocation, promotion opportunities in the current role and a wider career development conversation.	Committees agree actions. Take up of CDRs monitored through annual HR audit and Staff Survey. An increase in the number of researchers who had been offered a PDR/CDR in the last two years by five percentage points from the 2018 Staff Survey to the 2021 Staff Survey.	MT2021	RIC and Personnel Committees	A CDR subgroup was convened in HT2020. A policy and resource pack was created, with RSCG giving regular and detailed input from the researcher perspective. Personnel Committee agreed in HT2022 that a stepped approach will be taken towards an institution-wide target that all fixed term researchers will be offered annual CDR conversations by 2025. Each department or faculty is free to set up a scheme relevant to their staff that aligns with the agreed overarching principles on Promoting Good Conversations at Work (approved by PC in Nov 2019) and the principles in the Concordat. The number of researchers who have been offered a PDR/CDR has remained static at 60% in 2018 and 61% in 2021. The number of researchers who found their PDR/CDR useful increased from 50% in 2018 to 63% in 2021. (Note: the 2018 and 2021 surveys asked this question in a slightly different way.)	Ongoing: Significant progress has been made towards this obligation. See OCDI2, OCDI6, OCCR4, OCCR3, and OCRM2 of the HREiR Action Plan 2022-25 for future plans.
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Undertake an analysis of the learning needs, priority audiences, outcomes sought and appropriate means of delivery. Produce a costed strategy to deliver.	Strategy presented to RIC and Personnel Committee and broad action plan and resourcing agreed.	MT2021	Advocate, RSSC and RSWG	Undertaking an analysis of learning needs has been rescheduled as a priority action for 2022-25 (see E14 of 2022-25 Action Plan). Practical progress has been made toward the overarching objective most notably, a New Managers Toolkit has been developed in collaboration with senior managers which includes briefing guides; checklists on self-development and developing others; an invitation to join the People Managers' Network; and guidance creating a pathway for the next generation of managers at Oxford.	Carried forward: Progress towards the obligation has been made. Progress towards this action has been rescheduled and is outlined in E14 of the HREiR 2022-25 Action Plan.

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E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Collaborate across divisions to develop complementary approaches for local CDR schemes, sharing good practice and reviewing effectiveness every two years as part of RSWG's schedule of work. Create a set of online resources to support successful CDR at the local level.	An increase in the percentage of researchers who have undertaken any training or development to enhance their management / leadership skills from 49% in the 2018 Staff Survey to over 50% in the 2021 Staff Survey.	MT2021	RSWG	Nominated representatives from each of the four divisions have worked consistently with the Researcher Hub to co-design the policy and resources for CDRs. Each has consulted extensively with departments in their division during these developments, and continues to do so to signal the web-based resources now available and to support increased CDR roll-out. In Humanities, an agreement has been reached to extend the annual 'Career Conversations' model found effective with Associate Professors to include fixed-term researchers. In Medical Sciences, departments have been briefed on alternative options for CDR roll-out and asked to express their preferences, timelines and related support needs by 20 September 2022. In parallel, 'The Confident Manager' (a suite of management skills courses for new, experienced and senior managers) has been developed by POD, and will be offered to researchers and academic line managers across the institution from October 2022. No data is available on the number of researchers that have undertaken management training between 2018-21.	Ongoing: Access to management training was compromised during the pandemic and POD's restructure. Plans towards this objective are reflected in E14 and EM1 of the HREiR 2022-25 Action Plan
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Review open-ended contracts. Review of recruitment processes to ensure that redeployment is clearly foregrounded.	Annual HR audit augmented to measure engagement. Recruitment training to be reviewed to ensure priority candidates and redeployees are properly considered.	MT2020	HR	In MSD, all 16 departments are reviewing the case of each member of research staff who have been on fixed-term contracts for >10 years, to determine if individual staff would be more appropriately employed on an open ended or permanent contract of employment. It has already been established that some researchers will be moved onto open ended or permanent contracts as a result of this work. MSD are also collating examples of best practice to share with the wider University. The Annual HR audit has not been augmented as it was considered that the above MSD review would better further the University's aspirations towards this objective. The benefits of the University's priority candidate scheme have been expanded to include fixed term researchers. The scheme provides further support towards redeployment for staff at risk of redundancy, including expiry of a fixed term contracts. Fixed-term researchers are eligible for Priority Candidate status and are reminded of this three months ahead of their contract end date.	Ongoing: Actions towards this objective will continue under E16 of the HREiR 2022-25 Action Plan

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E17(a)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To embed the new University committee structure for researchers' issues (RSCG, RSWG, RSSC)	Annual plan of meetings and action plan in place with reporting on agreed priorities to RIC and Personnel Committees.	HT2020	Advocate	The research staff committee structure was in its infancy in MT2020. The structure has embedded itself within the University governance structure, and has successfully raised its profile among the staff community. Agenda items are progressed in collaboration and agreement across all three groups. The groups create and agree a joint annual plan at the start of each academic year. This is a living document which is amended as goals are achieved or priorities change. The groups take papers to RIC and PC at required on specific priorities within the annual plan. The groups are required to report formally to RIC on an annual basis. Key aspects of the report are included in RIC's annual report to Council.	Completed: The specific action states has been achieved. The work of the committee structure will continue to monitor and implement the Concordat Action Plan and HREiR Action Plan.
E17(b)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To appoint Divisional Advocates for Research Staff	Appointments made in each of the four academic divisions	TT2021	Advocate	Each of the four academic divisions has appointed a senior professor as a Divisional Advocate for Research Staff. A College Advocate for Research Staff has also been appointed. The six Advocates reviewed and updated their collective Role Descriptions in Feb 2022. The six Advocates sit on RSSC, alongside the Director of HR, Director of the Careers Service, and Director of Research Services Policy Unit.	No further action: This action has been successfully completed and success measure achieved.
E17(c)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To appoint 10 Research Staff Representational Fellowships, and to evaluate satisfaction with the new committee structure and communication lines for researchers in their domains in an annual survey.	Fellowships awarded and for these Fellows to express more than 70% satisfaction with the new committee structure and communication lines for researchers in an annual survey.	MT2021	OxRSS	<p>A new, open and transparent selection process for researcher representatives has been codified in collaboration with the academic divisions and formally agreed, firstly by RSCG and by RSSC. The number of Researcher Representatives on RSCG has increased from 10 to 15 (two from each of the academic divisions, two college representatives; two Co-Chairs of OxRSS; and one representative from GLAM; plus a Chair and Vice-Chair). Each member of the RSCG is awarded a Researcher Representation Fellowship and an entitlement of £2K / annum for development expenses.</p> <p>A survey of RSCG members was undertaken in Dec 2021. The survey made recommendation which have become priority actions for RSCG and RSSC. The survey invited free text answers only.</p>	No further action: The specific action has been completed and success measure achieved. Support of this obligation will continue under E17 of the HREiR 2022-25 Action Plan.

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E17(d)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To recruit two college representatives to join the RSCG, and to evaluate their satisfaction with the new structure and communication lines for researchers within colleges in an annual survey.	Two college representatives recruited to RSCG and these representatives to express more than 70% satisfaction with the new committee structure and communication lines in an annual survey.	MT2021	College Advocate	Two college representatives have been selected via an open and transparent selection process involving all 38 colleges. Sir Tim Hitchens, the College Advocate for Research Staff, is now working with the two college representatives to both encourage each of the other 36 independent colleges to select and support a college researcher representative and to explore the appetite among college employed researchers for a college research staff forum (akin to the divisional research staff fora).	No further action: The specific action has been completed. Support of this obligation will continue under E17 of the HREiR 2022-25 Action Plan.
E17(e)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To map existing departmental support provided to researchers and find ways to better communicate local opportunities to researchers.	An increase in the number of researchers who found the induction to their institute / research centre / department / faculty either 'quite useful' or 'very useful' by three percentage points from the 2018 Staff Survey to the 2021 Staff Survey. (Significant improvement anticipated in the following Staff Survey.)	MT2021	POD Researcher Developer & Divisions	The number of researchers who found their department induction useful rose from 55% in 2018 to 75% in 2021. Corresponding feedback for University inductions was 40% in 2018 and 51% in 2021. A review of University-wide induction needs and opportunities was completed by POD in 2021. The recommendations of the review were endorsed by University's HR Management Team. A Consultation and Delivery Group has been convened with membership from academic, research, and professional services staff groups. (Note: 2018 and 2021 not perfectly comparable as the question was asked differently in each survey.)	Ongoing: work to improve inductions and so further this objection are included in ECI2 of the HREiR 2022-25 Action Plan.
E17(f)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To explore the expansion of college memberships for research staff	Each of the 10 Research Staff Representational Fellows to have been encouraged and supported to apply for a college affiliation to facilitate better understanding and communication lines on researchers' issues within colleges.	TT2021	College Advocate	In March 2021, the University and College Advocates commissioned a survey on the models of association for University early career researchers which were operational in each college. The survey results were consider by the Conference of Colleges in November 2021. Conference was enthusiastic about finding ways to increase the number of University Early Career Researchers with a college affiliation (currently about 12%). Conference encouraged colleges to explore the examples of non-resource intensive forms of association with a view to increasing the number of University researchers with a college affiliation and to advertise these via the Researcher Hub webpages. Members of RSCG have been encouraged to visit the page and apply for appropriate positions. Each college is independence in their selection of associates.	Ongoing: Promotion of the mutual benefits of college affiliation to both individual researchers and the college will be furthered through a talk by researcher representative on Conference of Colleges Sir Tim Hitchens during National Postdoc Appreciation Week. This talk will be videoed, available online and used in RSSC, RSCG and Hub member discussions with individual colleges towards extending the volume of affiliations available to researchers.

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E17(g)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To increase researcher representatives in departments/faculties. There are currently 55 voice representatives covering 38 departments.	An increase in the number of OxRSS departmental representatives to cover at least 50 departments / faculties (or departmental clusters) across the University.	TT2021	OxRSS	A revitalised representational structure for research staff was introduced in November 2020 to embed the consideration of the career and professional development of research staff within the decision-making structure of the Collegiate University. The revised structure builds on the exemplary work of OxRSS who have pioneered the representational role of researchers at Oxford. Under the new structure, over 90% of departments have had a representative at any one time. Staff turnover inevitably prohibits the aim of 100%. Currently, 51 of 55 departments have a representative. Four Humanities faculties do not have a representative. There are 63 representatives across 51 departments, as several researchers have elected to share the position with a colleague.	No further action: While this specific action is complete and success measure achieved, support of the revitalised researcher representatives community will continue under EC17, ECM5, EM5, and ER4 of the HREiR 2022-25 Action Plan.
E17(h)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To support post-doc associations in departments/faculties. The number of post-doc associations across the University is currently being mapped.	For 75% of departments or faculties to have an active post-doc association.	TT2021	OxRSS & Researcher Developers	Mapping the number of post-doc associations was not completed, due to the restrictions on social interactions due to the Covid19 pandemic and the introduction of the new representational structure. In pursuit of the objective, RSCG initiated and agreed the 'Role, Values, and Commitments' of all researcher representatives in November 2021. The Role description was shared with all researcher representatives and discussed at their Away Day in May 2022. The commitments agreed includes building community, to promote and create opportunities to engage effectively with colleagues via meetings, networking, and social events.	Ongoing: The Researcher Hub, RSCG, and divisions will continue to promote and support the researcher representative community in achieving this aim under ECM4 of the HREiR Action Plan 2022-25.
E17(i)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	To establish research staff fora in every academic division	Research Staff Fora to be created in each of the four academic divisions, and to be co-chaired by one of the relevant Research Staff Representational Fellows who sit on RSCG and the appropriate senior academic e.g. Divisional Advocate.	TT2021	Divisional Advocates	All four academic divisions have established Research Staff Fora. Membership of each forum is made up from one researcher representative from each of the constituent departments. Each divisional forum has established terms of reference, is increasingly included within divisional governance structures, and has evolved through practices that suit local needs. All fora have direct and regular contact with their Divisional Advocate for Research Staff.	Completed: While this specific action is complete, the support of the divisional research staff fora will continue under EC17, ECM5, EM5, and ER4 of the HREiR Action Plan 2022-25.

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E17(j)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	The University's strategic plan includes a commitment to build 1,000 affordable homes, with construction beginning in 2023. The importance of being able to rent affordable housing in suitable locations is recognised as a top priority for research staff. It is vital to help support our attracting, retaining and creating a supportive environment for our research staff. http://www.ox.ac.uk/about/organisation/strategic-plan-2018-23/resources	Nominated OxRSS representatives to continue to advocate for researcher staff requirements on the specification of the accommodation and prioritisation criteria for those to be offered University rental accommodation.	Ongoing	Planning and Resource Allocation Committee & OxRSS	OxRSS members were presented on the Housing Focus Groups convened in October 2019. In Sept 2021, an international competition was launched to find a design team for mixed-use innovation district at Begbroke. The site will create a community of up to 2,000 homes. All research staff were invited to have their say on the 40 designs submitted. A researcher representative was selected by their peers to join the Technical Panel, and fed back via RSCG and divisional research staff fora. Phase 3 of the project is to convene a Programme Board. Two representatives from research staff were selected to sit on the Board in June 2022.	Ongoing: While this specific smart measure has been met, researchers will continue to input into the design process under the plans already agreed.
E17(k)	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	For OxRSS voice representatives to provide feedback to the Welcome Service, Newcomers Club for partners and Childcare Services teams on improvements to welcoming research staff and their families to Oxford.	In the annual survey of OxRSS voice representatives, for 70% to believe that these teams have improved their communication channels and their services for researchers.	TT2020	HR & OxRSS	The proposed OxRSS survey did not take place. However, progress towards the overarching objective has been achieved via alternative actions. Bringing the researcher representational structure within the decision-making structure of the University has facilitated an increase in researcher representatives on University level committees, including Council and Personnel Committee. There has been a researcher representative on RIC for some years. The now disbanded VC Nomination Committee invited and welcomed a researcher representative. Currently, there are 10 researcher representatives on University level committees. OxRSS and the Newcomers Club have collaborated on the selection process for a new post of Societies & Volunteering Coordinator. The post-holder will support both societies. The Head of Childcare Services joined a meeting of RSCG in Nov 2020 to answer the concerns raised by the researcher community. New Q&As were added to the Childcare Services as a result.	Carried Forward: Under the new representational structure, this action and success measure has been amended to that given in EC17 of the HREiR Action Plan 2022-25.
Professional and Career Development							
Institutions must:							

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PCDI1 (a)	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	To progress the current arrangements for dedicated professional development time for researchers (currently agreed as 10 days in MPLS and 5 in MSD), with a focus on: (a) Defining our terms (professional development includes on the job learning as well as face-to-face, classroom-based, conference etc.	Definition of terms agreed at RIC and Personnel Committee	TT2021	Advocate	Ten days dedicated professional development time for researchers was agreed by all divisions and the University via signature of the Concordat in HT2021. A definition of 'professional development' has not been established or agreed. In HT 2022, MPLS and SSD divisions have created researcher development strategies based on the roll out of this policy change. MSD have agreed a Leadership Framework, involving the implementation of a training pilot, to expand the opportunities of researchers within the division. The Researcher Hub has recruited a Researcher Development Consultant to work with divisions in providing suggested menus of development opportunities for researchers. This will include a definition of 'professional development' and will augment the development offer in anticipation of increased demand for on the job learning, as well as face-to-face, or conference style learning.	Ongoing: Further progress on this action is planned via PCDI1 of the HREiR 2022-25 Action Plan.
PCDI1 (b)	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	(b) Promoting the practice of personal and professional development planning and learning logs	Included in our CDR implementation plan	MT2021	RSWG	The Career Development Planner (see EI3 above) has two sections. The second section makes explicit reference to the 10 day training development entitlement. The section invites researchers to record their professional training plans and / or needs for the following 12 months. This section of the form is submitted to the professional services coordinator in the department, and will be used by departments, divisions, central training providers, to adapt their offer to the needs identified by research staff.	No further action: While this specific action is complete, the support of the divisional research staff fora will continue under PCDI2 and OCDI6 of the HREiR 2022-25 Action Plan.
PCDI1 (c)	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	(c) Reviewing our pilot of the Inkpath app with a view to determining possible wider implementation	Decision made on the future use of the Inkpath app	TT2021	RSWG	The review was started but not completed.	Carried Forward: This action is incomplete and has been incorporated into OCDI6 of HREiR Action Plan 2022 – 25
PCDI1 (d)	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	(d) Promoting the use of our learning management software (Accessplanit) which allows the individual to see their learning records.	80% of learning providers using Accessplanit	TT2020	RSWG	AccessPlanit has continued to be promoted via established routes. There has been no survey of learning provider to assess the level of use.	Carried Forward: This action is incomplete and has been incorporated into OCDI6 of HREiR Action Plan 2022–25.

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PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Identify and develop a pool of local CDR leads or champions who will promote, support and develop effective CDR, with a focus on supporting reviewers and ensuring access to current information on opportunities for researchers	A pool of 20 champions identified and development plan in place. An increase in the proportion of research managers who feel either 'very' or 'quite' confident in conducting probationary and personal development reviews from the 2018 Staff Survey to the 2021 Staff Survey.	MT2021	POD & Divisions	A CDR subgroup was convened in 2020 with professional service staff responsible for CDRs in each of the academic divisions (See EI3). The subgroup collaboratively developed the policy on CDRs which was approved by Personnel Committee in HT2022. Each department will implement the policy in accordance with local needs and culture. Divisional representatives on the CDR subgroup did not elect to introduce a scheme of CDR champions. Instead, each division has prepared a plan by which the aims of the CDR policy will be realised.	Completed: This specific action is not complete and has been discontinued and superseded by OCCD12, OCCD16, OCCD4, OCCD3, and OCCD2 of the HREiR Action Plan 2022-25 .
PCDI3 (a)	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Expand the Careers Service webpages for Researchers to include content for Research Assistants, technicians, Research Staff without PhDs.	Guidance and links verified as useful by each relevant group (consultation via OxRSS or Careers Service data)	TT2020	Careers Service	Changes in Careers Service staffing (the loss of 50% of the service's researcher-specialist team from February 2021 and subsequent pause in work focusing exclusively on research staff from March 2021-June2022) has meant that no dedicated page has been produced for this cohort.	Carried forward: This action and success measure will form part of the review under PCDR2 of the HREiR Action Plan 2022-25.
PCDI3 (b)	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Increase the reach and scope of Oxbridge Early Career blog for Researchers with advice on well-being and progression (including the unconventional)	Expand contributing authors from two to six (e.g. Divisional researcher developers), and average read-rates by 30%	MT2020	Careers Service	In October 2020, the Careers Service conducted a survey of early career researchers to canvas opinions on its visibility, utility and appeal. The low number of responses was in itself indicative of the fact that few researchers were aware of this resource, and only 40% of those who completed the survey would recommend it to other researchers in its current format (a further 25% would recommend if it were improved in various ways). Subsequent consultation with a marketing expert and an external consultant on ways to refresh to blog and expand its reach were inconclusive on the best way to proceed. Following a role change for one of the lead blog contributors, who had personally created the original concept and much of the content, it was agreed that the blog would be disbanded. Appropriate content was transferred into the Researcher Hub to consider future development.	No further action: The blog has been disbanded. Whether this blog is reinstated, or a new blog created, will be considered under EC12 and PCDR2 of the HREiR Action Plan 2022-25.

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PCDI3 (c)	Ensure that researchers have access to professional advice on career management, across a breadth of careers	To pilot and evaluate a 'Career Design and Development' workshop series (9hrs contact time) to replace 'career management' one-off workshop (3 hrs).	Feedback from over 70 participants in four series (piloted twice in two locations) analysed and reported to RSWG.	TT2020	Careers Service	The Career Design and Development programme was launched in October 2019 and has been delivered to three in-person cohorts and six online cohorts. 287 researchers (staff and students) have participated since the launch of the programme, (126 from Medical Sciences division, 69 from Maths, Physics & Life Sciences division, 51 from Social Sciences division and 40 from the Humanities division. 87 participants had research staff status). Feedback from over 100 participants was very positive and reported to RSWG.	No further action: The Career Design and Development workshop series will continue part of the support provided by the Career Service to our research community.
PCDI3 (d)	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Add a section for Researchers to the weekly Careers Service newsletter, expand readership & pilot a newsletter specifically for Researchers.	Increase newsletter reach from 190 to at least 500 by HT 2021	Addition: HT 2020, Pilot: HT 2021	Careers Service	<p>The Careers Service sends a weekly newsletter tailored to researchers during term-time, as well as separate invitations to major event and development programmes as they open for registrations. Additionally ad-hoc mail outs are sent during vacation periods in recognition of the fact that researchers' engagement spans beyond the termly schedule. The newsletters are currently sent to 1001 research staff and 6563 research DPhils who have opted in to receive the emails. Most researchers engage with our communications, with the open rate for these emails averaging at 55%.</p> <p>The Careers Service has also increased visibility of events and programmes for researchers via social media channels: Twitter, Facebook, and LinkedIn. Regular posts and event pages on these channels show the diverse range of the opportunities and support available at Oxford.</p> <p>The Careers Service sends a weekly newsletter tailored to researchers during term-time, as well as separate invitations to major event and development programmes as they open for registrations. Additionally ad-hoc mail outs are sent during vacation periods in recognition of the fact that researchers'</p>	No further action: The Career Design and Development workshop series will continue part of the support provided by the Career Service to our research community.

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PCDI4 (a)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	The John Fell Fund is a £5m pa internal research fund intended to foster the development of new research and a proactive approach to research funding opportunities in all areas. Following a recent Review of the Fund, the prioritisation afforded to applications from early-career researchers will be strengthened.	An increase in the proportion of John Fell Fund awards (by value) being made to early-career researchers from 25% in 2018/19 to 30% in 2021/22.	HT2021	Research Services / academic divisions	<p>Across the John Fell schemes in 2019/20, 65 JFF awards (35% of the total number) were to ECRs, with a total value of £1.585m (31% by value, total JFC award in 19/20: £5.052m). In 2021/22, 48 JFF awards (33% of the total number) were to ECRs, with a total value of £1.2m (32% by value, total JFC award in 21/22: £3.7m). An end of project report is submitted to the Committee with details on the research progress and impact.</p> <p>To further support the career development of researchers, in TT22 the JFC agreed to the formation of a new category of applicant within JFF: Researcher Co-Investigator. The creation of this new category will provide opportunities for named researchers employed on JFF awards who are providing significant intellectual input to the design and management of the project to have their contributions to project design and management appropriately recognised. Communication and system updates for IRAMs currently under development. The category is scheduled to be introduced in MT2022</p>	No further action: This specific action has been achieved and success measure exceeded.
PCDI4 (a)(ii)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	The John Fell Fund is a £5m pa internal research fund intended to foster the development of new research and a proactive approach to research funding opportunities in all areas. Following a recent Review of the Fund, the prioritisation afforded to applications from early-career researchers will be strengthened.	An increase in the proportion of John Fell Fund awards (by value) being made to early-career researchers from 25% in 2018/19 to 30% in 2021/22.			<p>In addition to the JFF award scheme, in MT2020, the JFF Committee agreed a contribution of £0.5m from the JFF towards a new, emergency, temporary scheme: the COVID Rebuilding Research Momentum Fund (CRRMF). The CRRMF provided targeted support for ECRs who had experienced significant disruption to their research as a result of the pandemic and their personal circumstances. Applicants were able to request grants of up to £5k for activities that supported the re-building of research momentum and further development of an independent research career. In MT2020, 163 applications were received, of which the JFC agreed to support 117 (total value £530,451, success rate 72%). This initial investment was followed up by a further round of funding in TT21. In this subsequent round a total of 68 applications were received of which the JFC agreed to support 53 (total value £243,500, success rate 78%). In total, under the two rounds of the CRRMF scheme, 231 applications were received, 170 were supported (total value £773,951).</p>	No further action: This specific action has been achieved and success measure exceeded.

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PCDI4 (b)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	The University has introduced a new Strategic Research Fund (SRF) which will focus on making large transformative investment in research. The focus will be on people (rather than capital) with a clear expectation that succession-planning is built in to the scheme and any relevant criteria for application.	Funding for early-career researcher posts included in initial SRF investments	HT2021	Research Services / academic divisions	The SRF has made a number of allocations to fund ambitious projects across all 4 academic divisions. Bid documentation must address career development and succession planning for any ECR posts funded. The SRF terms require that research posts created are open-ended, with departments taking up the costs of these posts into their budget planning after the term of the SRF award. The focus is on building research capacity in the research areas supported, so there is an expectation that researchers will attract external funding and become leaders in their fields. Currently, we have directly employed researchers only on one project, as other initiatives are still in early start-up phase. Awards to date have included a range of researcher posts with career development and succession planning a key criteria. Most SRF projects are still in early start-up phase so it is too early in our SRF cycle to report on meaningful data. One of the SRF KPIs is the number and type of posts created. This data will be tracked and reported to RIC in 2023.	Ongoing: This action and specific success measure has been completed. Progress will continue under normal business.
PCDI4 (c)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	The Vice-Chancellor supports several recognition awards, which celebrate people who have demonstrated leadership skills in various domains, and encourage others, especially researchers, to do the same: VC's Diversity Awards, VC's Innovation Awards, VC's Education Awards, VC's Education Awards, VC's Sustainability Awards, VC's Public Engagement with Research Awards. Early-career researcher categories are included within both the Innovation Awards and the PER Awards.	Researchers who win these awards profiled on the Support for Researchers webpages.	TT2021	Research Services	The VCs Award are celebrated and publicised via the subject specific section of the University's website. Most VC Awards can be accessed via the University's homepage, which is evidence of the high profile and regard for the awards. Some example webpages are linked below (which can also be found in the list of useful links, the final page of this submission). https://www.ox.ac.uk/research/recognition/ : VC's Impact & Engagement Awards https://www.ox.ac.uk/research/using-research-engage/public-engagement/flagship-events : VC's PER Awards https://www.ox.ac.uk/about/oxford-people/vice-chancellors-diversity-awards : VC's Diversity Awards https://www.ox.ac.uk/research/recognition/vice-chancellors-innovation-engagement-awards/vice-chancellors-innovation-awards : VC's Innovation Awards https://sustainability.admin.ox.ac.uk/vc-awards-2022 : VC's Sustainability Awards	No further action: This action has been completed and success measure achieved. Work will continue as normal business.

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PCDI4 (d)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	The Public Engagement with Research Team in Research (PER) Services, has developed and initiated a pilot PER Leadership scheme for 2019/20 for researchers to take on a leadership role in a culture change project for their departments and faculties to enhance support for PER. The scheme is targeted at those who have a strong interest in PER, who want the opportunity to develop and demonstrate their leadership skills within an academic environment and to explore new ways of working through facilitating change. The scheme will run again in 2020/21.	Successful use of the EDGE tool: a PER self-assessment tool re: to explore and assess progress for PER culture change. Evaluation which is both summative (to evaluate against the objectives and to explore the specific outcomes and impacts of the programme) and formative (to gather learning and findings to improve the programme in the future) complete by TT2021	TT2021	Research Services	The Leadership Scheme, now renamed the PER Culture Change Fund, is an internal grant scheme to support building capacity for PER at department level. Eight projects were funded in 2020/21 and a further eight in 2021/22 and total spend to date is £47.89k. A range of disciplines and researchers from all career stages were represented. The PER Leaders (Co-Is on the grants) participated in training from a variety of internal and external PER and leadership professionals throughout the year. Analysis of impact evaluation (monitored via the EDGE tool) concluded: the programme	No further action: This action and success measure has been successfully met. A planned merge between the PER Culture Change Fund and PER Seed Fund is likely to take place in 2023. Support and activity will continue as normal business.
PCDI4 (e)	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Expand the Researchers' Strategy Consultancy to include a policy stream (working with client organisations concerned with health, education and social policy) in response to interest from research staff in Social Sciences and other Divisions.	3 suitable projects sourced for pilot in TT2020. 5 suitable projects sourced for HT 2021. Research staff engaged from all Divisions.	Pilot TT 2020; roll-out HT 2021	Careers Service & Oxford Policy Engagement Network (OPEN)	Three policy projects were confirmed for October 2020, however the cycle was eventually cancelled as a result of lockdown and inadequate time to convert to a format that could be delivered online. Subsequent staff reductions and loss of funding meant we were unable to run the programme again until June 2021. Having secured funding for three further rounds, it has not proved possible to set these up with a policy focus. As we go into the final round in the current funding cycle, we are reviewing the alignment between the Researcher Strategy Consultancy programme and the role and sectoral interests of Oxford's research staff community.	Carried forward: This action is incomplete. An assessment will be made of the Researchers' Strategy Consultancy under PCDR2 of the HREiR Action Plan 2022-25.
PCDI5 (a)	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Support for researchers in setting up own micro-placements. Review placement scheme pilots in the University and beyond to identify potentially sustainable secondment model.	Accessible advice in place via Careers Service and Divisional workshops, 1:1s and web-pages (used by over 30% of research staff as judged by website clicks), and judged useful by research staff (via consultation with Careers Working Group and/ or OxRSS voice representatives).	HT2021	Careers Service (with Divisions, Research Services and Oxford Innovation)	Reductions in staffing, together with the impact of the pandemic, have meant that work on this action has stalled.	Carried forward: This action is incomplete. The obligation remains a priority for the Careers Service and updated actions and success measures will be progressed PCDR5 and PCDR2 of HREiR Action Plan 2022-25.

HREiR Action Plan Report for University of Oxford, January 2020 - June 2021



HR EXCELLENCE IN RESEARCH

PCDI5(b)	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Broaden employer engagement in the annual Careers Conference.	30% increase per year in participating organisations in annual March conference from creative industries, public services, conservation, sustainability heritage and businesses with no prior research link to the University.	HT2020 & HT2021	Careers Service	The pandemic resulted in the cancellation of one conference (2020) and considerable changes in the event model used in subsequent conferences as we worked with an online-only conference in 2021 and then a hybrid event in 2022, resulting in variation of modes through which employers' participation was sought. In each of these two latter events we increased the number of employers from target sectors participating in the conference, with 29% (10 out of 34) of employers represented at the 2021 event and 42% (14 out of 33) at the 2022 conference coming from the creative industries, public services, conservation, sustainability and heritage sectors.	Completed: While this specific action is complete, support of the conference will continue via normal business and the planned actions by the Careers Service in the HREiR Action Plan 2022-25.
PCDI5 (c)	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	The RisingWISE programme will build and extend the links with industrial partners, establishing internship places and develop more blended learning opportunities with partner universities.	Two more industrial and two more academic partners as well as four internship opportunities.	TT2020	MPLS Enterprise Programme with Knowledge Exchange & Impact Team & Careers Service	Three additional industrial partners have joined the RisingWISE programme and original industrial partners remain committed. The programme has been unable to offer the internship opportunities due to the constraints of Covid19 restrictions. The funding bid to enable collaboration with other university partners was not successful. Instead, the programme is currently offering participants the opportunity to join another entrepreneurial programme run with partners that includes two new academic partnerships. The total number of participants on the programme since January 2020 is 82, with 26 active facilitators.	Completed: This action has been completed and success measure exceeded, with the exception of the ability to offer internships. The Programme has been embedded within the MPLS division offering and will continue to grow subject to funding.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	The University's John Fell Fund has been reviewed in 2019 and has resulted in an agreement that applications from researchers can have some in-built prioritisation against other bids. The mechanisms by which this can be achieved will be agreed and implemented. Our objective is to pro-actively increase engagement among researchers with existing opportunities that will support their CV development.	To monitor the effectiveness of redeployment of staff within the University. Effectiveness target to be set following first data collection. Information disseminated on the opportunity to researchers using the Support for Researchers webpages and research staff email list.	MT2020	Research Services	See PCDI4 (a) above.	See PCDI4 (a) above.

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

HREiR Action Plan for University of Oxford, July 2022 – May 2025



Institution name:	University of Oxford
Cohort number:	Cohort 5
Date of submission:	02/09/2022
Institutional context:	<p>The University employs over 14,500 staff (July 2021). Of this number, approximately 5,000 are staff whose primary responsibility is to conduct research and who are employed specifically for this purpose. Researchers therefore equate to about one third of the staff profile of the institution. Researchers are at the heart of Priority 8 of the University's current (2018–24) strategic plan: [To] <i>Enhance the support and opportunities for early career researchers</i>. The following HREiR Action Plan is a key vehicle by which the University seeks to realise this strategic aim. The HREiR Action Plan is submitted following publication, in April 2022, of the Concordat Action Plan, prepared in response to signature of the Concordat to Support the Career Development of Researchers. The HREiR Action Plan has been developed to dovetail and build upon the aspirations of the Concordat Action Plan. The University recognises that researchers make a significant contribution to its research ambitions. Since 2021, the University has established a specialised unit, the Researcher Hub, to promote and underpin the obligations and actions presented below.</p> <p>A list of abbreviations and glossary can be found on the penultimate page of the Action Plan.</p>

Audience (direct beneficiaries of the action plan)	Number	Comments
Research staff	4,898	Direct beneficiaries of the action plan
Postgraduate researchers	N/A	These staff groups will benefit from the action plan below but are not within the staff cohort on which progress will be monitored.
Research and teaching staff	N/A	
Teaching-only staff	N/A	
Technicians	N/A	
Clinicians	N/A	
Professional support staff	N/A	
Other (provide numbers and details):	N/A	

	Obligation	Action	Carried over from previous plan?	Dead line	Responsibility	The targeted <u>impact</u> of the action (success measure)
Environment and Culture						
Awareness and engagement						
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.						
EC11	Ensure that all relevant staff are aware of the Concordat.	Focused communication to the respective stakeholder groups (researchers, line managers, professional services) will be delivered in line with a communication strategy developed to support the building of positive research culture across the institution. The messages will deliver key information (e.g. rights, responsibilities and related policies) and suggested actions relating to the career development for researchers as set out in the	No	MAY 2023	Researcher Hub, Research Services	Individuals from across the institution in each key stakeholder group (researchers, academic line managers ¹ , and professional service staff) are informed of their rights and obligations under the Concordat. An increase by 10% in the

¹ Usually but not always the Principal Investigator

		<p>Concordat. They will be phased to align with the realisation of commitments in the University's Concordat Action Plan.</p> <p>Potential channels will include divisional briefings; pan-University communities of practice such as RISN; HR briefings and newsletters; the researcher representational structure; the Researcher Hub website; and the Careers Service newsletter and social media. They will point to bespoke webpages underpinned by the Concordat that are regularly updated with local activity, work with funders and examples of good practice.</p>				<p>percentage of researchers who report that they are aware of the Concordat between the 2021 and 2023 Staff Experience Surveys.</p> <p>All members of the University can access the Concordat, the University's Concordat action plan and related progress updates (internally, as well as across the HEI sector and amongst funders)</p>
		The Concordat will be brought to the attention of all incoming researchers via the new pre-arrival pack and revised induction checklist (see E12)	No	MAY 2023	Researcher Hub, POD	See E12
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	The communication strategy for the University's priority actions on research culture, of which the Concordat is an important strand, will be further developed to include updates in policy and practice. Examples of good practice and lessons learnt will be drawn from across the University and be relevant to a diverse range of researcher backgrounds, career stages and everyday working practices (e.g. team-based, solo scholar, on fieldwork) The strategy will use the matrix of channels outlined in EC11 to reach researchers and their managers (as well as professional support staff and senior leaders).	No	MAY 2023	Researcher Hub, RSPU, Divisions	<p>Communication strategy developed and implemented. Regular (at least annual) reviews and improvements to the strategy.</p> <p>An increase, by 5%, in the number of researchers who report that they 'have a voice on issues in their department' and 'in the University' between the 2021 and 2023 Staff Experience Surveys.</p>
EC16	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	The University will develop a programme of work to advance research culture. The plan will be implemented through policies and projects that are relevant to local disciplines and that fall under three interconnected priorities: Careers; Research Practice; Valuing Contributions. The programme will reflect and integrate the University's commitments to national and international sector requirements and agreements, such as UK research concordats and DORA	Yes	MAY 2024	RSPU	The plan is developed and pilot units of engagement created (see ECR1 below).
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	A pilot project with five organisational units (e.g. centres, institutes, depts, networks), whose leaders have volunteered to develop a unit-level strategy for research culture. This project is supported by the Enhancing Research Culture Fund (2021/22) from Research England.	Yes	MAY 2024	RSPU	Leaders from five organisational units have volunteered to develop their local strategy for research culture.
		Visit relevant groups and committees in divisions and UAS to discuss the University's priorities and plans, learn about local activities and needs, and consult on some of the substantial priorities.	Yes	MAY 2024	RSPU	Feedback recorded and routes to realising the substantive priorities adjusted to incorporate feedback from researchers based in five units identified.
		Use the Enhancing Research Culture Fund from Research England (2022-2025) to build capacity in academic Divisions to support a positive research culture.	No	MAY 2024	RSPU	Realisation of projects or pilots that support institutional priorities for research culture.

Wellbeing and mental health						
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.						
ECI3(1)	Promote good mental health and wellbeing through the effective management of workloads and people.	Wellbeing Project Team to devise, develop and deliver Wellbeing training for line managers and further individual staff groups. This training is currently in development and is expected to be rolled out starting in February 2023.	No	MAY 2023	Wellbeing Project Team, Researcher Hub	Monitor numbers attending training line manager training. Monitor feedback from researchers and line managers
		Development of a new website and Online Resource Centre so all staff (including researchers) have easy access to services, signposting and resources to support their mental health and wellbeing.	No	MAY 2023	Wellbeing Project Team, Researcher Hub	Website visitor numbers and downloads of wellbeing plans, and other wellbeing tools to support wellbeing knowledge.
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	See ECI3(1)		See ECI3 (1)	See ECI3(1)	See ECI3(1)
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	See ECI3(1)		See ECI3(1)	See ECI3(1)	See ECI3(1)
ECM4	Ensure that managers consider fully flexible working requests and other appropriate arrangements to support researchers.	The University has a comprehensive, and well-used suite of flexible working options . Building on the experience of the pandemic it introduced New Ways of Working for Professional Services staff, and review of this is leading to additional guidance for managers on hybrid and remote working patterns which will further support flexible working across staff from all groups.	Yes	MAY 2023	HR, Depts	An increase by 5% (from 46% to 51%) in in the number of researchers who report in the 2023 Staff Experience Survey that they are able to strike the right balance between home and work life.
ECR3	Ensure that researchers take positive action towards maintaining their wellbeing and mental health.	Wellbeing Team to deliver two wellbeing sessions specifically to researchers at the Postdoc Appreciation Week in September 2022. These wellbeing workshops will include advice on the University's Wellbeing Services & Support, Online Resource Centre and Strategy.	No	MAY 2023	Wellbeing Project Team	Monitor the number and feedback from researchers attending Wellbeing Workshops.
		Dissemination of a staff-wide Wellbeing Survey in October 2022, to gauge attitudes towards wellbeing, activities and suggestions as to how to influence the strategy.	No	MAY 2023	Wellbeing Project Team	Monitor and act upon the response of research staff to the Wellbeing Survey.
		Monitor the effectiveness of, and continually improve, a newly co-created Trailmap signalling the support available to researchers across the University in developing their research, their careers, and their personal wellbeing from day one to their next career step.	Yes	MAY 2023	Researcher Hub, POD	Monitor the number of downloads of the Trailmap from the Researcher Hub webpages.
Bullying and harassment						
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.						
ECI3(2)	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including	Establish clearer routes for researchers to raise concerns relating to equitable treatment and research practice outside their management structure and in confidence, ensuring transparency in follow-up activity.	No	MAY 2023	Personnel Committee, HR, EDU	Monitor number of reports made, by staff grouping and over time.

	providing appropriate support for those reporting issues.	Select and introduce an online 'report and support tool' through which all staff can report personal experience or what they have witnessed, and to enhance reporting on incidences of harassment (Athena SWAN action 5.1.1). Criteria in selecting the tool include the option to self-identify or remain anonymous.	No	MAY 2025	Personnel Committee, HR, EDU	Tool understood and used by a range of staff across the institution, and local leaders analyse and act upon the reports generated.
		Encourage early intervention and greater use of informal resolution through developing a toolkit on informal resolution and planning towards briefing sessions to relevant staff (Athena SWAN action 5.1.2)	No	MAY 2025	Personnel Committee, HR, EDU	By 2025, 91% of staff agree that they are aware of the harassment policy and procedure for University staff (2021 baseline: 89%)
		Prepare the resources and institutional context needed to form a pool of trained, independent investigators, including specialist investigators in areas such as racial harassment and homophobia (Athena SWAN action 5.1.3)	No	MAY 2025	Personnel Committee, HR, EDU	The University is ready to invest in specialist investigators into specific areas of discrimination or harassment
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Recruitment of a Bullying and Harassment Policy Adviser in EDU. This is a new post that will provide specialist central guidance to both researchers and to those line-managing researchers on how to ask for support and resolve questions locally.	No	MAY 2023	EDU, HR	Successful recruitment and integration of this new post into EDU.
		Include responsibilities to report on incidents of discrimination, bullying and harassment in training for managers (e.g. The Confident Manager, a new training programme offered by POD) and offer practical guidance on how to handle complaints, and address incidents, within a departmental or research group setting. (towards Athena SWAN action 5.1.8)	No	MAY 2025	POD, EDU	Participants in The Confident Manager report enhanced understanding of reporting requirements and confidence in how to respond.
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	See ECI3(2)	No	MAY 2023	Personnel Committee, HR, EDU	Monitor total numbers and spread (by division) of researchers using the Report and Support tool. A decrease in the percentage of researchers who have experienced bullying / harassment by 1% in the 2021 Staff Experience Survey from 2018 levels of 7% (Gr 7) and 9% (Gr 8).
Equality, diversity and inclusion						
The aims of these obligations are to ensure managers and researchers are trained in and aware of- and adopt practices enhancing equality, diversity and inclusion.						
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Use lessons learnt from the 2022 Inclusive Leadership Programme pilot in the Medical Sciences to inform the expansion of effective development in equality, diversity and inclusion for academic managers across the University.	Yes	MAY 2024	Researcher Hub, POD	Monitor the number of managers enrol into EDI development offer and sustain their participation.
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	Promote the recommended training modules provided by EDU to all researchers via routes identified in within inductions (see E12). These currently include an Equality and Diversity briefing; Implicit bias in the workplace; Tackling race bias at work; Challenging behaviour: dealing with bullying and harassment in the workplace	Yes	MAY 2023	Researcher Hub, POD, Departments, EDU	Create baseline figures on the uptake by researchers in training provided by EDU (target of increase by 5% the following year).

		Changes in funder policies relating to equality, diversity and inclusion are incorporated into revisions of training modules and guidance notes	Yes	MAY 2025	Researcher Hub, RSPU, EDU	Guidance and training updated in line with funder policies
Research Integrity						
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.						
ECI5 / ECM2	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Improve coordination of in-person training and signposting to what guidance and training is available to researchers (via a new 'Research Practice' website and the development of a new Research Practice training framework) to enable them to do reliable, reproducible and transparent research.	No	MAY 2023	RSPU	Use of the new website and framework as a resource for new researchers and research managers and for those seeking guidance and training in research integrity and research practice.
		Development of a University 'Research Practice Statement' articulating the University's values and expectations of its researchers as these relate to good practice in research.	No	MAY 2023	RSPU	New statement published and widely disseminated.
		Continue to promote existing research integrity training through successful existing channels to maximise awareness of research integrity and the highest standards of professional conduct. Transfer of online training to a new improved web platform.	Yes	MAY 2023	RSPU, Divisions, Departments	Increase in take-up of online training by students and research staff. Moving courses to a new web platform will enhance reporting capability (and uptake) for individual departments and build in improved course evaluation.
ECM3	Ensure managers report and address incidents of poor research integrity.	Researchers and managers are encouraged to discuss and report incidents of poor research integrity either informally (as set out in https://researchsupport.admin.ox.ac.uk/governance/integrity/misconduct) or by making a formal allegation of misconduct in research (as set out in the University's Academic Integrity in Research: Code of Practice and Procedure – see https://hr.admin.ox.ac.uk/academic-integrity-in-research)	Yes	Ongoing	RSPU, Depts, Registrar's Office.	Monitor the number and types of reports and formal allegations made.
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Continue to promote awareness of University and funder policies via existing channels (induction, online training, in-person training).	Yes	Ongoing	Divisions, Depts, RSPU	Mechanisms for monitoring impact are assessed and, if appropriate, implemented.
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	Establish clearer routes for researchers to raise concerns relating to equitable treatment and research practice outside their management structure and in confidence, ensuring transparency in follow-up activity.	No	MAY 2024	Personnel Committee, HR, EDU, RSPU	Researchers feel more comfortable and empowered to raise and discuss concerns if these can be discussed outside formal management structures.
Policy development						
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.						
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Consolidate and grow the existing comprehensive representation framework for researchers to participate in decision-making	Yes	MAY 2023	Researcher Hub, RSSC, Divisions	An increase by 10% in the percentage of researchers who report having a voice in issues at the University to 28% in the 2023 Staff Experience Survey.

		Communicate effectively all policy details, and related activities relevant to fixed-term researchers to this group, their academic managers, and professional services. See ECI2 for further details on planned communication strategy.	No	MAY 2023	Researcher Hub, RSPU, Divisions	See target impact in ECI2.
		Continue support of new researcher representational structure. Expand the structure as outlined in ECM5.	Yes	MAY 2025	Researcher Hub, RSSC	Aim for 90% of depts to have a researcher representative in each year of Plan. Staff turnover precludes a target of 100%.
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Communicate internal policy on key areas affecting researchers and learn from sector-wide best practice	Yes	MAY 2024	Researcher Hub, RSSC	Agenda items discussed at RIC, PC, RSCG and divisional research fora to facilitate a two-way communication via researcher representation on these committees.
		Expand the number of researcher representatives on University level committees and working groups.	No	MAY 2025	Researcher Hub	Increase the number from 10 in 2022 to 16.
		Expand the number of dept based researcher associations.	Yes	MAY 2025	Researcher Hub, divisions	Create a baseline of the number of depts with researcher associations. Increase this figure by 10% year on year.
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Support researcher representatives and committee chairs to be most effective in their roles. Hold two training days per year, one pan-University and the second with the divisional research staff forum members.	No	MAY 2025	Researcher Hub, Divisions, RSSC	Two training days per year for researcher representatives, agenda to be directed by researchers, positive feedback received.
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	RSCG to act as a focus group on how to promote and extend the new representational framework. Divisional Research Staff Fora to act as focus group on divisional needs. See ECM5.	Yes	DEC 2023	Researcher Hub, RSCG	See target impact in ECM5.
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Create online resources for sharing cross-sector learning including but not limited to: induction materials for new researcher representatives.	No	MAY 2024	Researcher Hub, RSSC	Share these resources with peer universities.
		Extend the resources available to department / faculty researcher representatives for designing and delivering events, services or opportunities for their peers.	Yes	MAY 2024	Researcher Hub, RSSC	Funds secured for budgets available to researcher representatives in departments and positive feedback on their use.
Employment						
Recruitment and induction						
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.						
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Explore a framework for valuing a broader range of contributions to research and innovation in reward and recognition settings (i.e. recruitment, progression, reward).	No	MAY 2024	RSPU, HR	A new reward and recognition framework piloted or implemented in one staff group or discipline.
		Create a pre-arrival video welcoming all in-coming researchers on point of signing contract of employment.	No	MAY 2023	Researcher Hub, POD	Video recorded, available to all staff and students, monitor the number of views.

		Implement recommendations of the 2022 review of core inductions practices involving as approved by HR Management Team. Consultation and delivery group to produce: welcome messaging & events; creation of resources for all depts based on best practice; and to review the current checklist created centrally for use by organisational units.	Yes	MAY 2023	POD	Resources created; outcomes are implemented by organisational units, and events held. Improvement to inductions noted in Staff Experience Survey improved by 5%, from 51% in 2021 to 56% in 2023.
		Offer on-line orientation and in-person welcome events to all researchers within 12 months of their arrival.	Yes	DEC 2023	Researcher Hub	Offer of on-line orientation is made to 90% of new research staff within the first year of joining Oxford. Monitor feedback on both types of events and adjust accordingly
		Expand the support offered to OxRSS to include OUNC . Seek continued funding for community building events for researchers and for partners and families of researchers, including for continuation of the new post of <i>Societies and Volunteering Coordinator</i> . The Coordinator will also improve signposting to the Welcome Service who provide support with housing, banking, access to medical services, and other critical basics to settling into life in Oxford	No	MAY 2024	Researcher Hub, Welcome Service	Current award funds support until August 2023. Secure funding until at least August 2024.
Recognition, reward and promotion						
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.						
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	Review academic recognition, promotion, and reward criteria to include a broader range of research activities, including research integrity, open research practices, supporting researchers and their careers, and societal impact; Develop mechanisms to celebrate and share good practice Consult with divisions and depts / faculties towards implementing a framework for revised criteria for rewarding contributions to research and innovation excellence	No	MAY 2025	Divisions, Research Services, HR	Convene working group to develop policy; consultation with divisions and department / faculties to devise a framework for recognition of non-traditional metrics; policy / policies approved by Personnel Committee.
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See EI3(2)	See EI3(2)	See EI3(2)	See EI3(2)	See See EI3(2)
Responsibilities and reporting						
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.						
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	See EM1	No	MAY 2023	Divisions, POD, Researcher Hub	See target impact in EM1

ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Explore how an overview of HR policies related to employment is best incorporated into in-person and virtual induction events.	No	MAY 2023	Researcher Hub, HR	Question on familiarisation with HR policies etc. added to feedback survey on in-person induction events.
ER2	Researchers understand their reporting obligations and responsibilities.	The Academic Related Staff Handbook informs staff about their terms of employment and provides details of the range of codes of practice, policies and procedures will report, be responsible, and benefit. See also ER1.	Yes	MAY 2023	Researcher Hub, HR	See ER1
People management						
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.						
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Further equip principal investigators, academic line managers, and others with responsibilities for researchers, with guidance and skills development to support the career development of researchers;	No	MAY 2024	POD, Researcher Hub	Development of the suite of guidance and skills development support.
		Co-design provision with senior leaders; in each of the four academic divisions and GLAM	No	MAY 2024	POD, Researcher Hub	Monitoring the number of managers who access the support.
		Evaluate the impact of these interventions	No	MAY 2024	POD, Researcher Hub	Increase by 2% in the number of managers that report feeling confident in supporting their staff to think about their careers, from 86% in 2021 to 88% in 2023.
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	See EM5 on departmental advocates and EI3 on recruitment.	No	MAY 2025	Researcher Hub, Divisions, RSSC	See EM5
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Include core people-management skills (e.g. active listening, coaching, and inclusivity) in inductions and leadership development for principal investigators, academic line managers, and mentors. Offer ideas and guidance in promoting wellbeing, equality, diversity & inclusion, and other aspects of a positive research culture to those responsible for researchers	No	MAY 2023	Divisions, POD, Researcher Hub	Monitor numbers accessing training and subsequent feedback from attendees.
		Impact Leadership Programme will be developed by MPLS, which will target early career academics up to Associate Professor level. The Programme will develop leadership skills; influence the development of future leadership culture; and encourage the development of self-leadership and a range of careers.	No	MAY 2024	MPLS Division	Programme developed, introduced, and feedback received and shared with researcher development teams on other three divisions and Researcher Hub.
EM4	Managers actively engage in regular constructive performance management with their researchers.	See PCDI1				See PCDI1

ER3	Researchers positively engage with performance management discussions and reviews with their managers.	See PCDI1				See PCDI1
Job security						
The aim of this obligation is to improve the job security of researchers.						
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Progress mechanisms to create greater contractual stability and security for fixed-term researchers (FTR), liaising with external funders as appropriate.	No	MAY 2025	HR, RS, Divisions	Completed review of contract types to ensure greater clarity and fairness.
		Open discussion with funders and peer Universities on progression for a wider variety of roles where appropriate (e.g. staff scientists) with related progression pathways, thereby benefitting individual researchers and retaining talent in research.	No	MAY 2025	RSPU	Dialogue with funders and peer universities to establish recognised roles, for example staff scientists.
		Review contract type for researchers who have been on serial contracts over the longer term. Complete the current MSD review of all staff who have been on fixed term contracts for 10+ years.	No	MAY 2025	HR, MSD	Completed review and assessment of MSD pilot is made.
Professional and Career Development						
Championing professional development						
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.						
PCDI1	Provide opportunities, structured support, encouragement, and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Support depts / faculties in facilitating uptake and promoting benefits of professional development	No	MAY 2024	Divisions, Researcher Hub, HR	Discussions with divisions to understand any specific barriers to access or uptake, and measures identified to address them
		Policy briefing paper for depts on this Concordat requirement prepared in collaboration with divisions and approved by RSSC.	No	MAY 2023	Divisions, Researcher Hub	Any required policy briefing produced and circulated to relevant committees
		Audience-specific messaging launch via central research culture communication plan, see EC12.	No	MAY 2024	Researcher Hub, RSPU, Divisions	Messages created and communicated
		Provide FTRs with broad 'menu' of ideas for CPD.	No	MAY 2023	Divisions, Researcher Hub	Collaboration with divisions to design appropriate menu of opportunity for the spectrum of FTR interests. Menu(s) containing a range of relevant examples to grow diverse skillset are promoted within all divisions, and kept updated.

PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Continue to monitor CPD take up via AccessPlanit (a course management tool)	No	MAY 2024	Researcher Hub, POD	Increase in CPD places booked and attended, positive feedback received.
		Explore the feasibility of piloting a skills training App via the University-wide ITransform initiative	No	MAY 2024	Researcher Hub, POD, IT Services	Mechanisms to track CPD uptake and outcomes identified.
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Create case studies and media content for researchers and line managers on wide-ranging development options and their benefits Explore value of creating resources on coaching style techniques for Principal Investigators (PIs). Also see EM1.	No	MAY 2024	Divisions, Researcher Hub, HR Systems Team	At least 12 case studies of effective CPD arrangements in a range of research setting published. Read rates of case studies monitored.
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Promote the new Trailmap signalling the support available to researchers in developing their research, their careers, and their personal wellbeing from one day to their next career step.	No	MAY 2023	Researcher Hub, POD	Monitoring the number of downloads of the map from the Researcher Hub webpages. Monitoring the number of CPD places booked (POD, Divisions).
Career development reviews						
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.						
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Appointment of new central post within the Researcher Hub ' Researcher Development Consultant' who will promote and offer training in core employability skills (e.g. project and people management) and relatedly, support the uptake and effectiveness of Career Development Reviews (CDRs) for researchers, and their reviewers	Yes	MAY 2025	Researcher Hub	Project management and people management training offered to researchers and managers.
		Support depts / faculties in developing local implementation of regular CDRs. Divisions to coordinate implementation routes for introducing CDRs for researchers, as approved by Personnel Committee in February 2022. MPLS will raise uptake of CDRs and effective practice via departmental visits by Advocate and Researcher Developer. MSD will identify five depts to champion the roll out. Humanities will introduce CDRs for all researchers, based on roll out on their very successful Career Conversations scheme for academic staff.	Yes	MAY 2025	Divisions, Researcher Hub	Support or facilitation/training on effective CDRs offered centrally and/or at local levels as most appropriate
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Consult with CDR Review Group to prepare relevant questions in annual HR Audit.	No	MAY 2023	Researcher Hub, HR	Collate data from HR Audit on number of departments who offer CDRs to researchers.
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDI2.	No	MAY 2025	Researcher Hub, Divisions	See PCDI2

PCDR4	Researchers positively engage in career development reviews with their managers.	Provide opportunities for all researchers to have review conversations focusing on their career at least annually, supported by institutional systems which capture professional development activity. e.g. with materials for reviewees, reviewers, and professional services staff.	No	MAY 2025	Divisions, Researcher Hub	Increase in percentage of researchers who report that their PDR/CDR was useful from 50% in 2021 towards 60% in 2023.
Research identity and leadership						
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.						
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Enhance provision of career development expertise, including from sectors beyond academia.	Yes	MAY 2024	Researcher Hub, Careers Service	Recruitment of at least two Careers Advisers dedicated to research staff and able to provide advice across a spectrum of employment destinations.
		Provide realistic information on diverse career opportunities in all sectors, relevant to disciplinary background.	Yes	MAY 2024	Researcher Hub, Careers Service	Content of researcher events programme and web-pages reflects current information on opportunities across all sectors
		Pilot networks/clubs for researchers to engage with employers across sectors of interest.	No	MAY 2024	Researcher Hub, Careers Service	Strategy developed to pilot networks for enhancing active forms of researcher engagement with a range of organisations.
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience that can be used to support job applications.	Depts and/or divisions are encouraged to adapt the template Career Conversation Planner to suit local needs. Researchers are encouraged to update the Planner before and between annual career development conversations. It is a 'living' document owned by the researcher.	No	MAY 2024	Depts, Researcher Hub, CDR Review Group	Monitor take up of the Career Conversation planner via the CDR Review Group. Improve Planner, reviewers' tips, and testimonies of positive CDR experiences based on feedback.
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Support depts / faculties in facilitating uptake and promoting benefits of professional development (See PCDI1).	No	MAY 2024	Divisions, Researcher Hub, HR	Discussions with divisions to understand any specific barriers to access or uptake, and measures identified to address them.
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Further equip principal investigators, academic line managers, and others with responsibilities for researchers, with guidance and skills development to support the career development of researchers (see PCDM3).	No	MAY 2024	Divisions, Researcher Hub, HR Systems Team	At least 12 case studies of effective CPD arrangements in a range of research setting published. Read rates of case studies monitored and include managers.
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Develop approaches to further equipping academic line managers in collaboration with senior research leaders in departments. Also see PCDM3 and EM1	No	MAY 2024	Divisions, Researcher Hub, POD	Managers from all four divisions have contributed to the design of leadership interventions and facilitated local entry points

Diverse careers						
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.						
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	One full-time Careers Advisor wholly dedicated to researchers was appointed in May 2022. A second full-time Careers Advisor was recruited in summer 2022 and will begin work in September 2022. Both will offer 30 minute one-to-ones with researchers to encourage and facilitate opportunities to develop research identity and broader leadership skills. They will also design and deliver workshops and resources specifically focused on the needs of this staff group.	No	MAY 2024	Careers Service, Researcher Hub	Proportion of researchers who have a Career Connect Account , number of one-to-one appointments made.
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Celebrate the career destinations of our researchers on group or department / faculty web-pages; explore viability of initiatives such as creating an online platform that visibly locates former FTRs across the world and recognises their research and societal impact. Explore with Development Office (UODO) to adapt exiting platforms that intersect with LinkedIn.	No	MAY 2024	Researcher Hub, Careers Service, Depts	Destinations of former researchers made visible and accessed by a range of researchers.
		Explore and implement ways for researchers to enjoy the benefits of the alumni community	No	MAY 2025	Researcher Hub, OUDO	Exploration completed. Findings acted upon and recommendations implemented.
		Track and analyse career destinations over time, and adjust support and resources as appropriate	No	MAY 2025	Researcher Hub, OUDO	Database of career destinations created and exploited in pursuit of PCDI5.
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Support line managers, principal investigators, and researchers to have effective conversations about multiple positive career options within an annual CDR (at minimum) and as part of routine interactions within the department.	No	MAY 2024	Researcher Hub, Divisions	Appropriate guidance and support for academic managers in having effective career conversations with researchers are included in new strategy for supporting the Career Development of researchers
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	<p>Develop a careers support strategy for FTRs, drawing on divisional input and findings from the 2022 coaching pilot.</p> <p>Explore models for 'thematic networks' to support FTRs in developing insights into and connections with potential employers in a range of sectors. Continue tailored portfolio of careers support (annual Conference on roles beyond academia, Career Design & Dev course, etc.) and expand to Invite alumni or contacts to give career talks (e.g. through post-doc or research staff networks).</p> <p>Promoting the work of www.research-careers.org, a database of detailed career profiles run by FTRs, into the core Careers Service offer and explore expanding to field-focused career events.</p> <p>Promote adoption of narrative CV in appropriate settings, including on a pilot basis.</p>	Yes	MAY 2024	Careers Service, Researcher Hub, Divisions	Careers Support Strategy completed, key recommendations used to plan and resource career development work across the University.

PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Further strengthen and integrate training, tools, and policies to support rigorous research and its equitable and inclusive evaluation, aligned to our commitment to the San Francisco Declaration on Research Assessment (DORA).	No	MAY 2024	Research Services	Signpost to DORA training integrated into recommended development opportunities for all researchers e.g. via Researcher Trailmap
		Establish clear expectations and support for leadership and societal impact (including Knowledge Exchange) via supporting initiatives such as the Open Fellowships .	Yes	MAY 2023	Research Services	Evaluation of reports submitted on completion of the first round of the Open Fellowships scheme .
		A merger between the PER Culture Change Fund and PER Seed Fund is likely to take place in 2023, bringing the rolling deadline into synch with the September deadline for the PER Seed Fund, and allowing general applications with a selection of the scope and level of project at point of application	No	MAY 2024	Research Services	Merger established and new internal application mechanisms introduced
		Embed tools in institutional systems (e.g. in our publications repository) to highlight and document diverse contributions to excellent research and impact (e.g. implement the <i>CRediT taxonomy</i> of contributor roles to record diverse contributions to research publications and other outputs)	No	MAY 2024	RSPU	Tools embedded and a methodology for evaluation established.

Abbreviations and glossary	
CDR	Career Development Review
DORA	San Francisco Declaration on Research Assessment
EDI	Equality, diversity, and inclusion
EDU	Equality and Diversity Unit
FTR	Fixed term researcher
GLAM	Gardens, Libraries, and Museums
HT	Hilary Term (Jan –Mar)
JFF	John Fell Fund
OPEN	Oxford Policy Engagement Network
OU DO	University of Oxford Development Office
OUNC	Oxford University Newcomers Club
OxRSS	Oxford Research Staff Society
MPLS	Maths, Physical, and Life Sciences Division
MSD	Medical Sciences Division
MT	Michaelmas Term (Oct – Dec)
PBHWG	Preventing Bullying and Harassment Working Group
POD	People and Organisational Development
PI	Principal Investigator
PER	Public Engagement in Research
PSED	Public Sector Equality Duty
RETF	Race Equality Task Force
RISN	Research and Innovation Support Network
RSCG	Research Staff Consultation Group
RSSC	Research Staff Steering Committee
RSPU	Research Strategy & Policy Unit
SRF	Strategic Research Fund
SSD	Social Sciences Division
TT	Trinity Term (May – Jun)

Further hyperlinks and supplementary information

1	About the Hub University of Oxford
2	Academic integrity in research HR Support (ox.ac.uk)
3	Advocates: Dave Gavaghan appointed as University Advocate for Research Staff Development (ox.ac.uk) Professor Heather Viles Social Sciences Division (ox.ac.uk) Professor Matt Jarvis — Mathematical, Physical and Life Sciences Division (ox.ac.uk) Professor John Frater — Working for NDM (ox.ac.uk) Professor Stephen Tuck Humanities Division (ox.ac.uk) Sir Tim Hitchens Wolfson College, Oxford
4	Creating Oxford's Concordat Action Plan
5	HR communications HR Support (ox.ac.uk)
6	Inclusive Leadership Programme — Wellcome Centre for Integrative Neuroimaging (ox.ac.uk)
7	Information for Research Students and Staff Oxford University Careers Service
8	Integrity and ethics training Research Support (ox.ac.uk)
9	iTransform: a University initiative to improve digital services and IT infrastructure IT Services (ox.ac.uk)
10	Knowledge Exchange Framework (KEF) University of Oxford
11	Overseas working HR Support (ox.ac.uk)
12	Oxford Research Staff Society University of Oxford
13	Home Newcomers' Club (ox.ac.uk)
14	Public engagement with research University of Oxford
15	Research & Innovation Support Network Research Support (ox.ac.uk)
16	Research Culture at the University of Oxford Research Support
17	Research Staff Representatives University of Oxford
18	Researcher Development Concordat – Platform of Practice (vitae.ac.uk)
19	Researcher's Trailmap (ox.ac.uk)
20	Staff benefits HR Support (ox.ac.uk)
21	Strategic plan 2018-24 University of Oxford
22	Team led by Hawkins\Brown named as winner of Begbroke design competition University of Oxford
23	University of Oxford Concordat to Support the Career Development of Researchers
24	Vice Chancellor's awards of recognition: Vice-Chancellor's Diversity Awards University of Oxford Vice-Chancellor's Innovation & Engagement Awards University of Oxford Vice-Chancellor's Innovation Awards University of Oxford Flagship activities University of Oxford Registration now open for the Vice-Chancellor's Environmental Sustainability Awards Sustainability (ox.ac.uk)