



Research Staff Handbook 20/21

The Art of Research

TERM DATES AND CONTACTS

First Term: Monday 23 September 2019 – Friday 13 December 2019

Second Term: Monday 13 January 2020 – Friday 27 March 2020

Third Term: Monday 27 April 2020 – Friday 12 June 2020

UCL Email and Telephone Directory

Website: www.ucl.ac.uk/directory

Tel: +44 (0)20 7679 2000

UCL Careers

Website: www.ucl.ac.uk/careers

Tel: +44 (0)20 3549 5900

Email: careers@ucl.ac.uk

UCL Postal Address and Telephone

UCL, Gower Street, London WC1E 6BT, UK

Tel: +44 (0)20 7679 2000

Employee Assistance Programme

Freephone: 0800 197 4510

Outside the UK: +44 (0)1452 623246

Email: info@care-first.co.uk (for enquiries only)

Website: www.ucl.ac.uk/human-resources/health-wellbeing/occupational-health/employee-assistance-programme-eap

Workplace Health

Email: ohsadmin@ucl.ac.uk

Website: www.ucl.ac.uk/human-resources/health-wellbeing/workplace-health

Phone: +44 (0)20 7679 2802

Wellbeing@UCL

Email: ohw-wellbeing@ucl.ac.uk

Website: www.ucl.ac.uk/human-resources/health-wellbeing/wellbeingucl

HR Services and Payroll

Email: hr-services@ucl.ac.uk

Phone: (+44) 020 3108 7160

Pensions

Email: pensions@ucl.ac.uk

Phone: (+44) 020 3108 7160

Systems Helpdesk

Email: hr_helpdesk@ucl.ac.uk

Systems and Business Process

Email: process@ucl.ac.uk

ISD (Information Services Division)

Website: www.ucl.ac.uk/isd

Email: servicedesk@ucl.ac.uk

Phone: 020 7679 5000

Organisational Development

Website: www.ucl.ac.uk/human-resources/learning-and-development

Email: od@ucl.ac.uk

Phone: 020 3108 7167

Cover image:

Miss Yihan Gao | IOE Social Science

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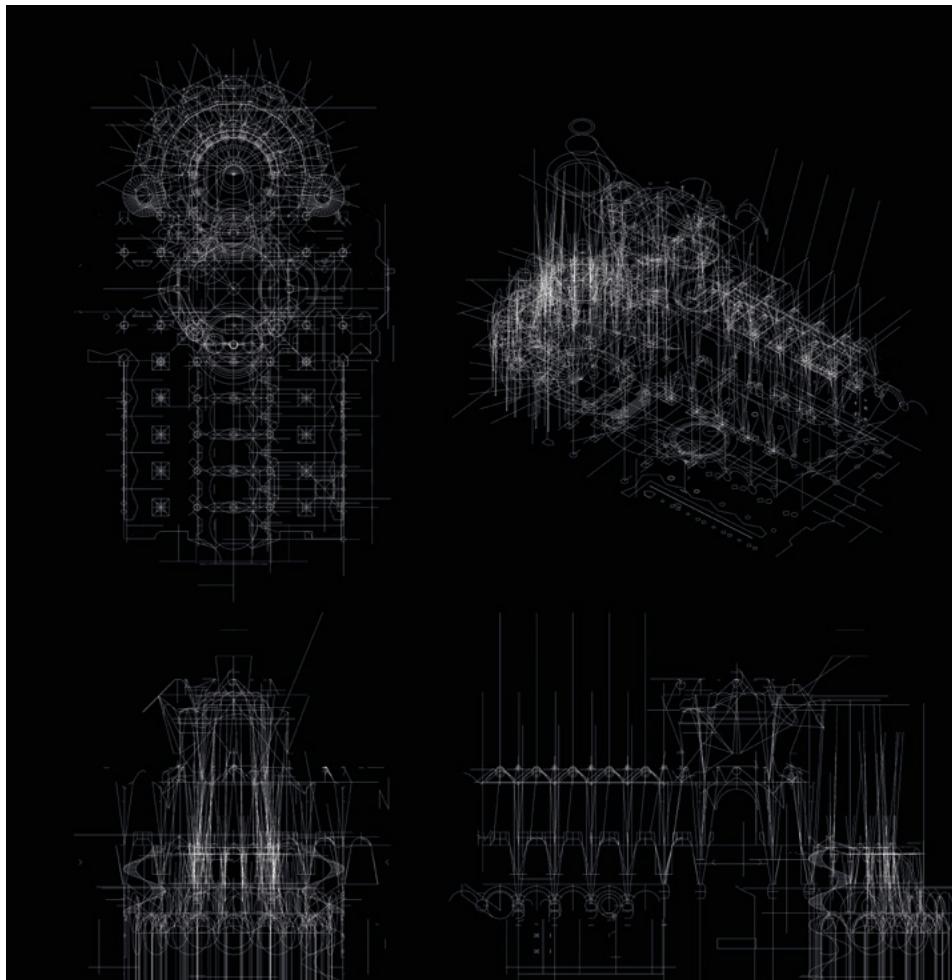
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Acknowledgements

Images are a selection of entries from the Doctoral School 'Research Images as Art' Competition 2018/19.





SECTION 1:

WELCOME TO UCL

WELCOME ADDRESS

Welcome to UCL. Whether you are one of the new recruits as research staff at UCL or are transitioning from another role perhaps as a PhD student, welcome to our vibrant research community. This Handbook aims to help you make the most of your time here at UCL for your research, for your personal and professional development to enhance your skills beyond those you attained in your PhD, and for your future.

UCL is one of the great research Universities of the world – that is why you are here of course. We want to make your time with us as beneficial to you as it can be. You will be embedded in a number of communities: your research group, your Department, your Faculty but also a professional community, an international community of researchers and a social network. Each of these will bring different contacts and opportunities to discuss and debate your work but also to discuss your development and career aspirations.

Keep up these networks. Keep an eye on where you want to go and use the contacts you have to help and guide you. And please don't forget to keep up your social networks. We all need friends to spend time with but they become particularly important when you encounter difficulties in your work – which will be inevitable. Make sure you keep these networks up and make time for your friends.

UCL also has many services provided centrally to help you. I hope you will have accessed the online UCL Welcome Space provided by Organisational Development. They will introduce our rich but complex environment and enable you to meet new colleagues in the same boat as you. You should also take advantage of the dedicated online Research Staff Induction. The Research Staff Development Programme provides a comprehensive set of training opportunities to help you develop your skills for your work and for your future career. UCLCareers have several staff specifically trained to help you in achieving your career aspirations – and they themselves have all been researchers.

The Workplace Health and Wellbeing team is there to help with physical and psychological wellbeing. These are just some of the centrally provided support services. Within your Department there are experienced researchers who can help and the Departmental Administrator who will have experience of staff matters. The Code of Practice for Research Staff sets out what you can expect.

We would like to make this a very satisfying and productive time for you. We recognise that for many it is a time of transition and uncertainty as you establish your long-term career goals, and in many cases changing personal circumstances. Your time here should be a time when you can be working at the exciting cutting edge of research, developing a new set of technical and professional skills for use in your future career, and to have a good time in one of the great cities of the world.

Do keep your personal as well as professional networks alive to help you through the ups and downs. Make the most of the networks and activities provided both within your Department and centrally to help you develop yourself to achieve the career goals that you set. Help is always at hand if you need it.

You are spending time at one of the world's great research Universities which is good for your CV but you also need to think about how to carve out a distinctive position that sets you up for your next career move – whether that is in academia or beyond.

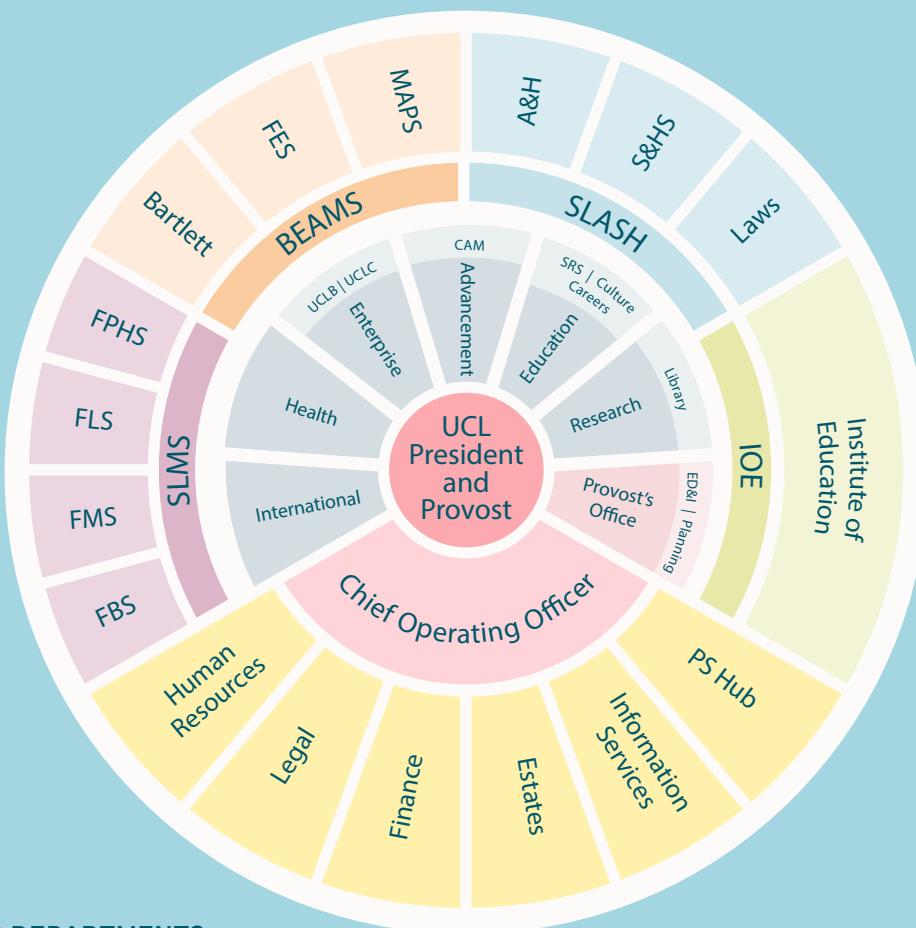
I wish you all the very best for a fruitful, exciting and enjoyable time here at UCL.



Professor David Bogle FREng
Pro-Vice-Provost of the Doctoral School

“The Research Staff Development Programme provides a comprehensive set of training opportunities to help you develop your skills for your work and for your future career.”

UCL ORGANISATIONAL GRAPHIC



KEY TO DEPARTMENTS

Professional Services	School of Life and Medical Sciences
Human Resources	Faculty of Brain Sciences
Legal Services	Faculty of Medical Sciences
Finance and Business Affairs	Faculty of Life Sciences
Information Services Division	Faculty of Population Health Sciences
Estates	
Professional Services Hub	
Offices of the Vice-Provosts (OVP)	School of the Built Environment, Engineering and Mathematical and Physical Sciences
Advancement	The Bartlett Faculty of the Built Environment
Enterprise Innovation & Enterprise	Faculty of Engineering Sciences
Health	Faculty of Mathematics and Physical Sciences
Education and Student Affairs	
International Global Engagement	
Research	
Departments within OVPs	School of Laws, Arts and Humanities, and Social and Historical Sciences
Communications and Marketing	Faculty of Arts and Humanities
Student and Registry Services	Faculty of Social and Historical Sciences
Culture	Faculty of Laws
Careers	
Library Services	
Departments within the Provost's Office	UCL Institute of Education
Equality Diversity and Inclusion	
Planning	
	Wholly owned subsidiary companies (within OVP)
	UCLB
	UCLC



Mr Alberto Bosco | Bartlett School of Environment, Energy and Resource

GETTING STARTED

At UCL we have a community of over three thousand research staff. In 2019 we held our first ever Postdoc Appreciation Week to recognise the vital contribution researchers make to research and innovation across the UK and around the world.

UCL has launched a new central Welcome Event to welcome all new staff, currently being delivered online due to COVID-19. This is a valuable opportunity to meet new colleagues, understand the size and structure of the institution, find out about staff benefits and what it's like to work here. We also offer a dedicated Research Staff Induction for all new research staff also

being offered online, which offers a wealth of information on the personal, professional and career development opportunities available to you as research staff, as well as the research support services on offer. These central offerings are in addition to the local induction you can expect within your department or institute.

“...meet new colleagues, understand the size and structure of the institution, find out about staff benefits and what it's like to work here.”

UCL 2034

UCL 2034 is our 20-year institutional strategy. It describes our vision: “Our distinctive approach to research, education and innovation will further inspire our community of staff, students and partners to transform how the world is understood, how knowledge is created and shared and the way that global problems are solved”; and our mission as: “London’s Global University: a diverse intellectual community, engaged with the wider world and committed to changing it for the better; recognised for our radical and critical thinking and its widespread influence; with an outstanding ability to integrate our education, research, innovation and enterprise for the long-term benefit of humanity.”

Principal Themes

The Principal Themes of UCL 2034 most directly relevant to research are:

Academic leadership grounded in intellectual excellence: Enduring intellectual excellence – derived from talented individuals’ curiosity about, and commitment to, their chosen subject areas – is the prerequisite of academic leadership. This, more than anything, underpins the contributions that a university makes to society. At UCL, such leadership is manifested by our academics in many ways, including, but not limited to: contributions to the intellectual life of their discipline(s); developing novel lines of enquiry; taking responsibility for educational programmes; professing the knowledge of a field to the wider community; supporting and nurturing those learning or establishing

themselves within the academic community; and being open to engagement with cross-disciplinary collaboration.

Addressing global challenges through our disciplinary excellence and distinctive cross-disciplinary approach: Cross-disciplinary interaction – bringing together varied disciplinary expertise and different theoretical perspectives – makes our subject-specific expertise greater than the sum of its parts. We hold that such cross-disciplinary activity produces greater understanding of, and novel insights into, the complex problems of the modern world. The UCL Grand Challenges – of Global Health, Sustainable Cities, Cultural Understanding, Human Wellbeing, Transformative Technology and Justice & Equality – are the flagship embodiment of our institutional commitment to provide wise solutions to global challenges.

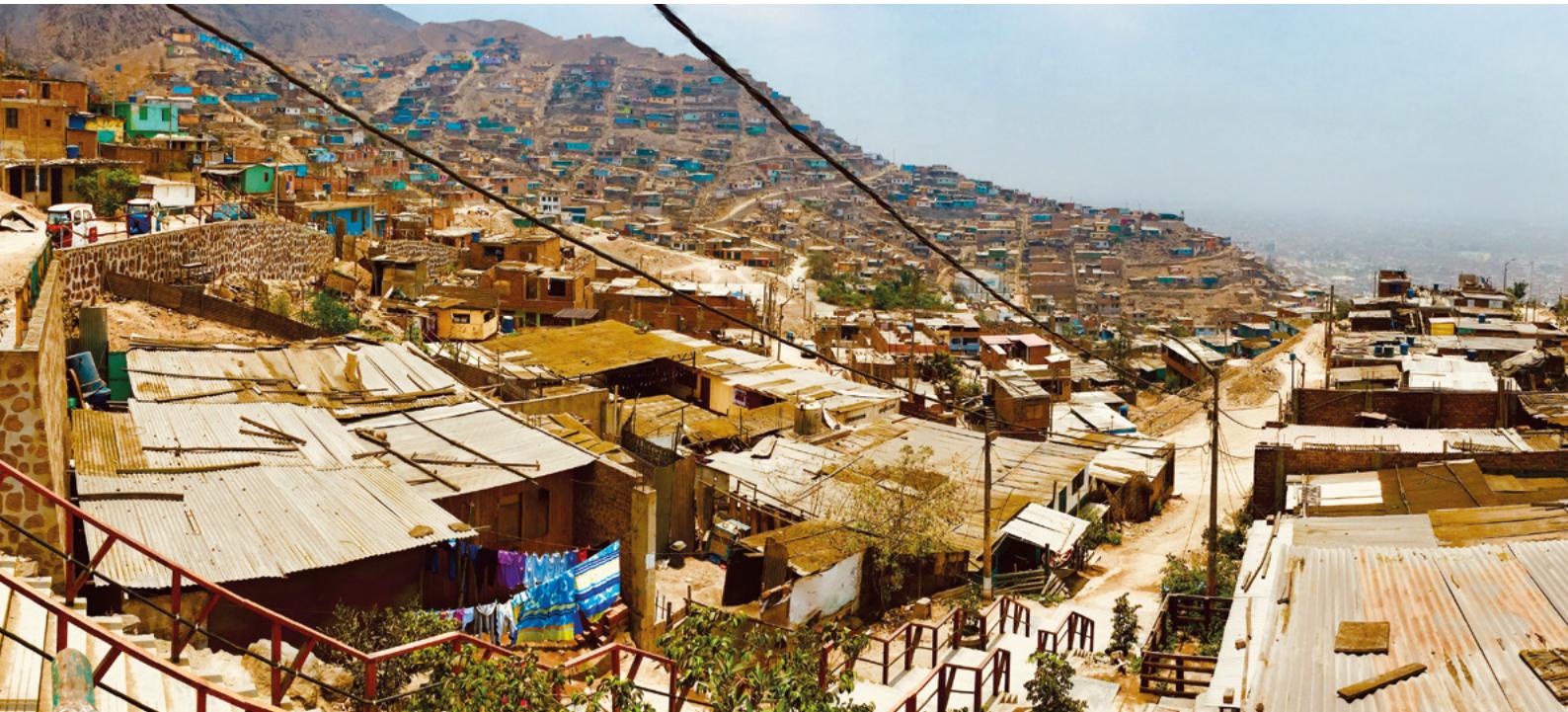
The other four Principal Themes are:
A global leader in the integration of research and education, underpinning an inspirational student experience;
An accessible, publicly engaged organisation that fosters a lifelong community; London’s Global University: in London, of London and for London; and **Delivering global impact through a network of innovative international activities, collaborations and partnerships**

UCL 2034 and research

To discover how these themes are understood in a research context, please see **UCL Research Strategy** (pages 8–9).

For more information, search: **UCL 2034**

Mr Juan Samuel Palomino Bendezu | Civil, Environmental & Geomatic Engineering



SECTION 2:

RESEARCH AT UCL

RESEARCH STRATEGY

The UCL Research Strategy and you

We want to stimulate disruptive thinking across and beyond our university to transform knowledge and understanding, and to tackle complex societal problems. We wish to help to enable society not only to survive to the next century – an urgent challenge requiring unprecedented collective action and partnership – but also to thrive, so that the lives of future generations are worth living: prosperous, secure, engaged, empowered, fair, healthy, stimulating and fulfilling.

The UCL Research Strategy seeks to define a nurturing environment in which: your research leadership is encouraged, cherished and sustained; your expertise can be creatively linked with and enhanced by that of other disciplines; impediments to you reaching across traditional boundaries are minimised; and the consequences of your work can be amplified. We hope that you will view your work as part of a collective effort, helping UCL to make the most of its potential as a force for public good.

It is unlikely that every researcher will be able to respond directly to every objective of this strategy at every point in their career, but we hope that its aims and objectives will reinforce a culture in which individual researchers are enabled to develop further their own talents, interests, engagement and impact. Described below are some of the ways in which we hope that researchers will respond to this strategy.

Our aims

1. Inspire and empower research leadership

More than anything, our individual and collective research leadership underpins the contributions that we can make to humanity. We seek to identify, attract, inspire and empower those who demonstrate – or show their potential to develop – research leadership, regardless of their background. Leadership is exemplified in diverse ways, by researchers at all career levels. Research leaders advance their field, develop novel lines of enquiry, support and mentor their colleagues, and are engaged with the research community (within and beyond their discipline) and the wider world.

2. Cross boundaries to increase engagement

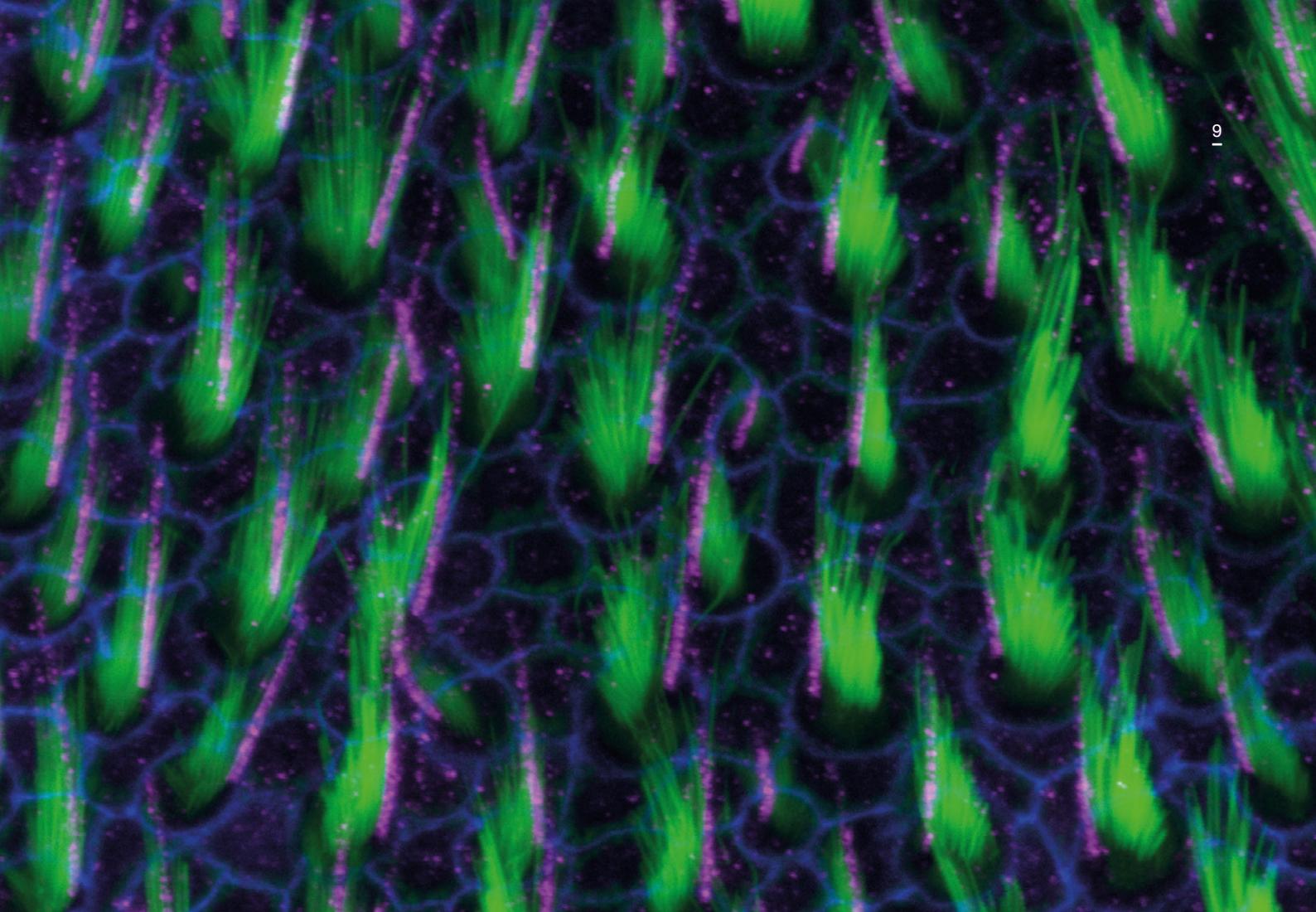
Rarely can the most interesting questions or the most significant societal challenges be adequately addressed by one discipline, one university or one sector alone. While disciplinary excellence is at the heart of everything that we do, to amplify and inform our research we need to cross conventional, but often artificial, boundaries – between disciplines, between communities (disciplinary, academic and otherwise) and between different kinds of activity – in order to increase mutual knowledge and engagement, and develop co-design and co-production approaches to research and complex societal problems.

3. Deliver impact for public benefit

Deliver impact for public benefit: We consider the pursuit of knowledge for its own sake to be a fundamental good and the basis of all our research impact. We also seek to maximise the public benefit resulting from our research, including by furthering academic disciplines and scholarship, enhancing our cultural contribution and engaging in public discourse, growing national and global prosperity, providing policy advice, informing professional practice, contributing to positive environmental change, and improving health and wellbeing. We will support activity of these kinds and the myriad other ways in which our research can deliver public value.

Miss Charlotte Hawkins | Anthropology





Dr Dan Jagger | Ear Institute

Our cross-cutting themes

Our three cross-cutting themes characterise how we will advance the aims described above.

1. Pursue a responsible research agenda

The key elements of ensuring that our research is rooted in our ethical principles are: understanding the distinctive role (and limitations) of the university in advancing knowledge and enquiry; nurturing cultures of integrity in all our research activities, and supporting rising standards across all fields; leading in ethical consideration of research and its applications; engaging with those who will be affected by our research activity; minimising the negative environmental impact of research; and enhancing the public benefit derived from research.

2. Exert our institutional influence for the greater good

The growth in UCL's size, breadth, impact and reputation in recent decades presents us with both opportunities and – drawn from our founding values – obligations. We have considerable potential to help shape the environment in which academic endeavour takes place, to influence others' thinking and to advocate rational, evidence-based and inclusive decision-making.

3. Maintain a global perspective

As London's Global University, we will marshal our collective expertise to: extend our local and global knowledge in order to increase our cultural sensitivity, make us better partners and increase the 'grassroots' relevance of our research; support the growth of independent research capability globally, and facilitate partnership working at all levels; help our students to bring their research-based education to bear on their global careers and lives; and deliver impact to address global problems.

We encourage all our researchers to read the full content of our new research strategy. We believe that it will be helpful to the way you lead your research projects and disseminate its contents.

To read the full research strategy, search: **UCL Research Strategy**

UCL GRAND CHALLENGES

UCL Grand Challenges are cross-disciplinary research-related initiatives at UCL that bring diverse expertise together from across the entire university, along with external partners, to address some of the most pressing problems facing our planet.

There are six major strands in the UCL Grand Challenges (GC) programme:

- Global Health
- Sustainable Cities
- Cultural Understanding
- Human Wellbeing
- Transformative Technology
- Justice & Equality.

GC works in partnership with other strategic programmes at UCL, including the UCL Public Policy, the Global Engagement Office, Public Engagement Unit, Education & Student Affairs, Innovation & Enterprise and Professional Services, in order to maximise the effectiveness of our university's research output in service of people and planet. In academic year 2019-20 and following years GC is aligning its activities with globally urgent targets, as defined by the Paris Climate Agreement and the United Nations Sustainable Development Goals.

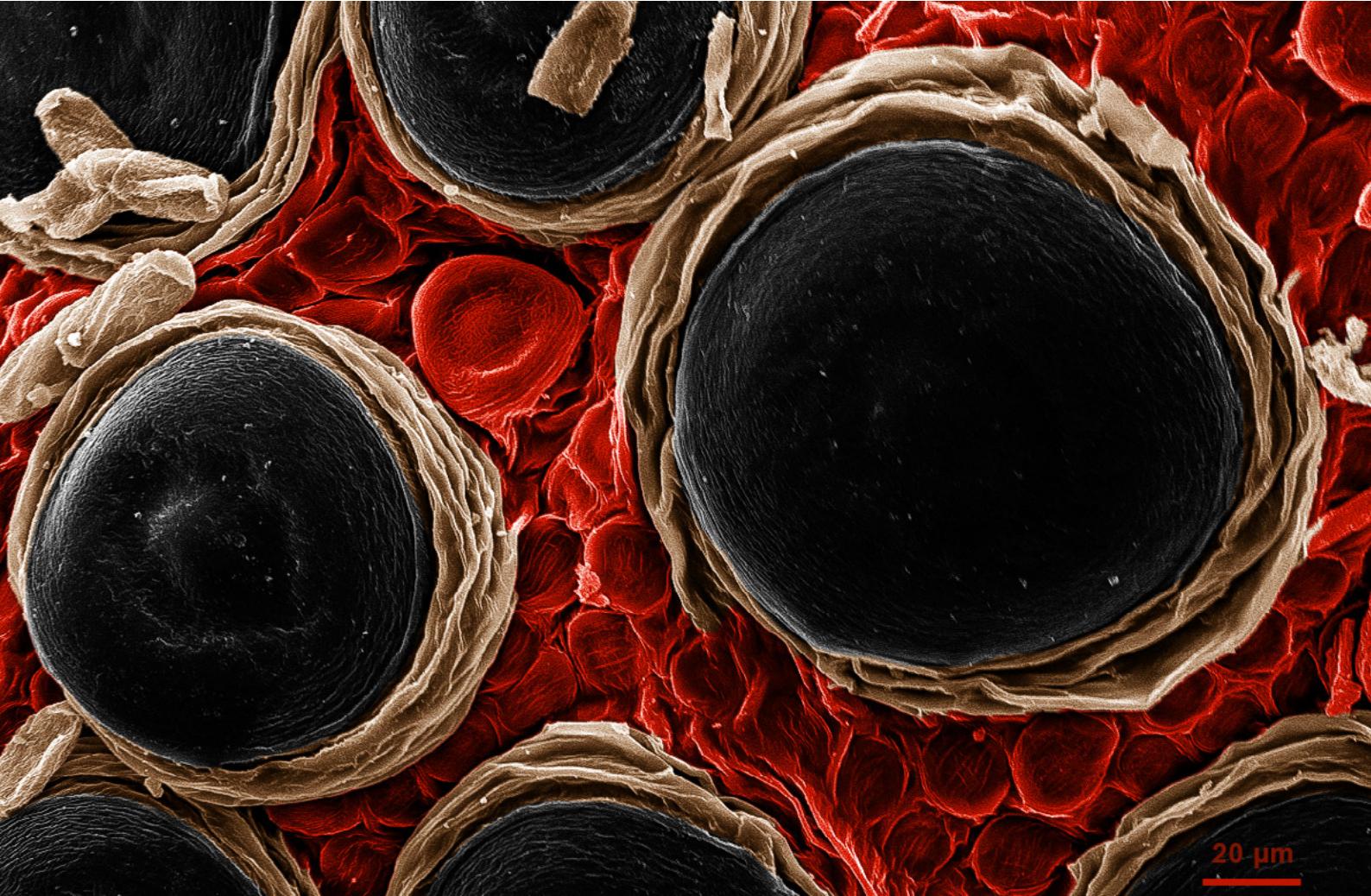
You can find out more about GC's real-world impact, its news and events and how to get involved via the GC website (search: **UCL Grand Challenges**).

You can also sign up to the UCL Grand Challenges Newsletter, which showcases the latest news, research projects and analysis from the programme, along with many opportunities for you to get involved.

Grand challenges also offer funding opportunities to develop novel ideas, collaborations and approaches.

For more information, search:
UCL Grand Challenges funding

Mr Waheed Arshad | Geography



UCL PUBLIC POLICY

UCL Public Policy (UCL PP) is our cross-institutional initiative to support academic-policy engagement. Taking a broad view of policy engagement and recognising the value that multiple disciplines have to offer public policy, we connect researchers with policy professionals, to inform policy with evidence.

We organise placements for researchers and staff in policy organisations, publish briefing papers, organise roundtable events, deliver training to help researchers and staff increase the policy impact of their work, and promote dialogue and debate on key public policy questions. We offer a range of services to connect policy professionals with experts in their field, to enable them to benefit from the latest academic thinking, and inform policy development with real-world evidence. We connect UCL to a wider set of intuitions via the Universities Policy Engagement Network (UPEN), to enhance our offer to policy professionals and increase our researchers' opportunities for engagement within and beyond London.

You can find out more about UCL PP, our activities, how we work across UCL and what we can do to support you on our website and in our newsletter. We also publish a regular blog to keep you up to date with real policy challenges, ideas and solutions.

For more information, search:

UCL Public Policy

We also provide funding opportunities that include Policy Placements to enable researchers to spend time in policy organisations on a flexible basis; and a Small Grants Scheme to encourage activities that enhance policy engagement or policy impact from research.

For more information, search:

UCL Public Policy funding

"UCL boasts many centres of expertise which are highly engaged in the public policy sphere, including transport, health, energy, environment, planning, political science, law and engineering."

UCL RESEARCH IMPACT CURATION & SUPPORT

The concept of research impact has multiple definitions across an institution the size of UCL, but addressing societal and economic challenges across the globe is at the heart of our mission. The 2019 UCL Research Strategy encourages and supports academics to participate in engaged, impactful research which is beneficial in the 'real world'.

The UCL Research Impact Curation & Support (RICS) team's main objectives are to guide the institution through development of Impact Case Studies for the Research Excellence Framework 2021 and to support the wider academic population in training, facilitating and resourcing the principles of engaged research and impactful activities, while recognising the differences between research disciplines.

RICS works directly with academics to enhance their research, and also with impact-related offices such as Public Policy, Public Engagement and Innovation & Enterprise. We are developing the UCL Research Impact Plan to promote the benefits of stakeholder co-production, embedded impactful activities throughout the research cycle and evaluation of project outcomes to recognise the reach of academics work outside UCL.

For more resources, search:

UCL Impact

or email rics@ucl.ac.uk



Mr Daniel Wilkinson | Bartlett School of Architecture



RESEARCH IT SERVICES

Technology and services to support UCL's research

Whatever your field of research, we are able to help you to bridge the gap between research and information technology because of our wealth of experience across academia, industry and IT. Have a look at our website, where you can read case studies about some of the research groups we've already helped: www.ucl.ac.uk/rits

Computationally intensive research

We provide a range of advanced platforms and support for their use. These services are free for UCL researchers to use on a fair share basis.

Data storage and sharing

We are implementing a series of services to facilitate better management of digital data sets by UCL researchers and their collaborators.

Research software development

Our goal is to help you to produce high quality research software, from the simplest scripts to complex simulations running on state-of-the-art supercomputers, and have enjoyed helping researchers from many different academic disciplines with their research programming projects. We run monthly technical social events with guest speakers – please join us!

Research management applications

We provide applications to support projects throughout the research lifecycle: from innovation and funding through to publication and finding real-world applications for research outcomes.

Training and support for research IT skills

We offer practical, hands-on training for a variety of IT skills related to research including high performance computing, research software engineering and programming.

We also offer online courses and run fortnightly drop-in advisory sessions.

See our service support pages, or email us for advice at rits@ucl.ac.uk

You can follow us [@uclrits](#)

For more information, search: **UCL RITS**.

GLOBAL ENGAGEMENT

UCL's Global Engagement Strategy (GES) is based on a commitment to international partnerships and the belief that bringing together different perspectives and diverse experience accelerates the process of discovery and global impact.

To help deliver this strategy the Global Engagement Office (GEO), working closely with our networks of Vice Deans International and Regional Pro Vice Provosts, supports UCL academics to collaborate with others who share their dedication to excellence and passion for knowledge, irrespective of where they are in the world. We do this by developing and

strengthening partnerships with other global institutions in a number of ways, including:

- Running seed-funding programmes: many sources of funding are available on an annual basis to UCL academics wanting to develop their overseas collaborations.
- Organising inbound and outbound delegation visits: academically led inward and outbound visits raise UCL's global profile and provide opportunities for our academic community.
- Supporting individual academics, departments and faculties in developing global activities, projects and programmes with global partners.
- Profiling the world-leading research and education carried out by UCL academics with their partners: both internally via our newsletters and regional networks, and externally to boost UCL's global standing and brand.
- Monitoring and mitigating risks to UCL's international outlook and activity: GEO coordinates UCL's Brexit mitigation activities among other activities.



For further information, search
UCL Global Engagement Strategy

RESEARCH COMMUNITIES AND NETWORKS

Researcher Communities & Networks are formed around a shared interest. They can involve a rich menu of support, advice, events, projects, collaboration, outputs and publications – and are constituted and operate in many ways both face-to-face and online.

It is important to make the most of these contacts as you seek out new opportunities to share ideas and interact with others. All these networks will give you fresh insight and perspectives on your current work, and have the potential to help you in your next career step and in the rest of your professional life. Networks can also provide you with a greater sense of belonging, catalyse friendships and be key to supporting your wellbeing at work and outside.

Conferences, meetings, fairs, journals and books are still central to the dissemination of research results and for engaging with others, but the development of information technology and social media is changing the way research is conducted and communicated, and the way we interact with others. Established scholarly networks and societies have created virtual communities for their members, and new academic virtual communities are now important vehicles for researchers to interact. Engagement with research and with researchers is increasingly through educational and research email discussion lists (for example JISCMAIL), and academic

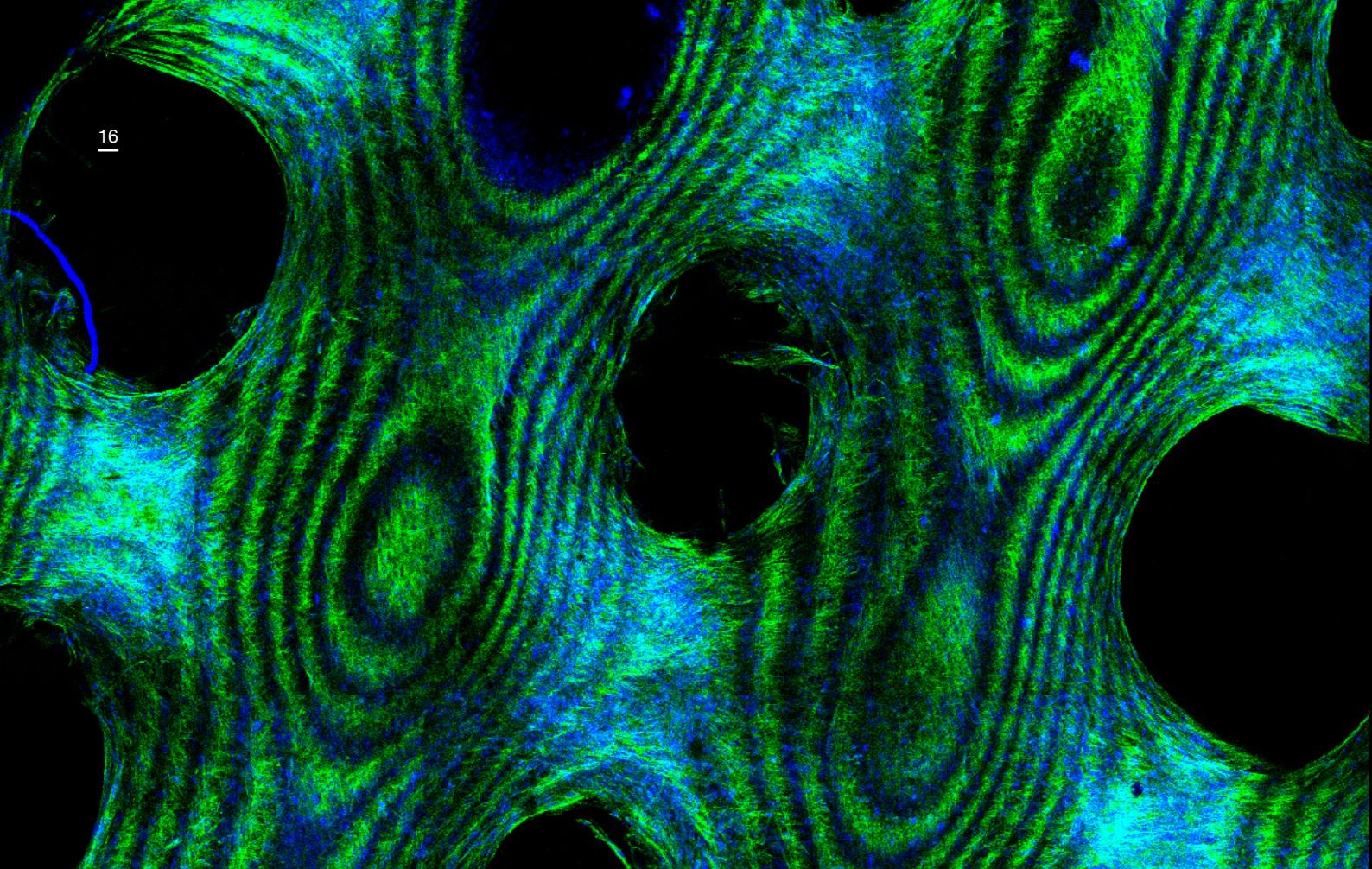
oriented social networks (like Mendeley, Research Gate, Academia.edu) but also blogs, vlogs, tweets etc. You will need to explore what tools are appropriate for your aims and in what way you might use even familiar tools such as Facebook, WhatsApp, LinkedIn or Twitter in a research context.

We've gathered together on these pages only a small selection of what is available to you at UCL as a starting point: your colleagues and peers are the best way to find out more, particularly of what is available in your department and in your field. Get in contact with the existing areas that interest you, explore your own discipline and other cognate ones. If there is no group or network in an area that interests you, then think about setting it up yourself.

This is part of you forging the future of your discipline and your career, and of finding the right support for you and your work.

For more information, search:
UCL Research Communities and Networks

“Established scholarly networks and societies have created virtual communities for their members and new academic virtual communities are now important vehicles for researchers to interact.”



Miss Linxiao Wu | Division of Surgery and Interventional Sciences

RESEARCH DOMAINS

UCL Research Domains are large, cross-disciplinary research communities (staff and students) that span UCL and our partner organisations, fostering interaction and collaboration. Each Domain includes a number of more specific research themes which are of strategic importance.

In general, the Domains aim to bring together researchers from across UCL to share experience and perspectives, increase the impact of their research and explore the exciting range of opportunities available within and beyond UCL. They provide much vital information on events and seminars, and key mailing lists and newsletters to get plugged into the latest developments.

Each Domain has a Career Network, with some focusing particularly on researchers in the early stages of their careers (PhDs, Postdocs etc). These excellent Networks vary in their activity, but in general they aim to provide practical support and development opportunities for researchers, careers advice and the dissemination of information about training, funding and job opportunities.

The current UCL Research Domains and Early Career Networks are listed opposite, and the creation of additional Domains will be considered:

- Cancer
Search [UCL Space Early Career Network](#)
- Collaborative Social Science
Search [UCL Collaborative Social Science Early Career Network](#)
- Environment
Search [UCL Environment Early Career Network](#)
- eResearch
Search [UCL eResearch Early Career Network](#)
- Food, Metabolism & Society
Search [UCL Food, Metabolism & Society](#)
- Microbiology
Search [UCL Microbiology Early Career Network](#)
- Neuroscience
Search [UCL Neuroscience Early Career Network](#)
- Personalised Medicine
Search [UCL Personalised Medicine Early Career Network](#)
- Populations & Lifelong Health
Search [UCL Populations & Lifelong Health Early Career Network](#)
- Space
Search [UCL Space Early Career Network](#)

For more information, search
UCL Research Domains

RESEARCH INTEGRITY

It is our view that everyone involved with research has a joint responsibility for ensuring high standards of integrity throughout the research process, from the creation of methodology and data collection through to publication and authorship. This is echoed in the Concordat to support research integrity which represents the UK's national approach to research integrity. We support and adhere to the five commitments contained within the Concordat.

Further information can be found within Annual Statements on the Research Integrity website.
Search: **UCL Research Integrity**

As a researcher at UCL, it is important to ensure your research is conducted, and the results of your research disseminated, honestly, accurately and in accordance with professional standards. It is expected therefore that all staff (including honorary staff), students, visitors and collaborators are aware of and adhere to both the Code of Conduct for Research and the Principles of Integrity, as set out in the UCL Statement on Research Integrity.

The Statement on Research Integrity sets out the standards expected of those involved in research at UCL, and includes UCL's Principles of Integrity which should be applied to all research at UCL; honesty, rigour, transparency and open communication, care and respect.

Search: **UCL Integrity**

It is your responsibility to be proactive in seeking advice and support as well as keeping up to date with the latest standards and changes in guidance and legislation relating to your discipline area/s throughout your research career. These are an essential part of the rigours of academic research.

The website provides guidance on all elements of research integrity, including ethical funding, ethics and the relevant policies and guidelines, such as research data management, open access, conflicts of interests, research collaboration (including overseas research) peer review, authorship, mentoring and training (via the Research Integrity Training Framework).

The Code of Conduct for Research sets out the general principles of conduct as well as signposting relevant associated UCL policies. It is designed to be read in conjunction with the Research Councils UK Policy and Guidelines on Governance of Good Research Conduct that sets out the expectations of our key funders and partners on research integrity (search **UKRI Research Integrity**).

For more information on UCL's Research Governance Framework and the Code of Conduct, search **UCL Research Governance**

"The Code of Conduct for Research sets out the general principles of conduct as well as signposting relevant associated UCL policies."

TRANSPARENCY IN RESEARCH

We are committed to transparency and rigour in research across all disciplines, as part of our broader efforts to enhance the quality of research practice.

As a researcher you are expected to read and adhere to the UCL Statement on Transparency in Research.

We recognise that actions in support of transparency in research and scholarship vary considerably across disciplines and methodologies. Therefore it is important that you pursue transparency through the most effective and appropriate means, according to the nature of your research.

Approaches to pursuing transparency may include exploring multiple conclusions that could be drawn from evidence that has been reviewed or produced; publishing research methods, manuscripts or data; or disclosing the approach used when interpreting a text or research evidence.



Open Research

Making research open is a core part of research transparency, and open research practices are rewarded in promotion decisions. We recognise that there is significant variation across disciplines, influencing how appropriate open research practices are. As far as is possible and appropriate, you should make your research methods, software, outputs and data open; describe your data according to FAIR Data Principles; and deposit your outputs in open access repositories.

We note that exceptions exist where research data should not be shared, owing to privacy, non-consent and contractual agreements.

Reproducibility

Reproducibility is critical to research in certain contexts, particularly in the experimental sciences with a quantitative focus, where findings must be robust and reproducible in order to form a solid foundation on which to build further knowledge. In the arts, humanities and social sciences, it may be more useful to refer to transparency or academic rigour.

If reproducibility is possible and appropriate in the research context that you work in, we strongly encourage you to use measures that support it. These include pre-registration of research studies; transparent reporting of research; transparency around statistical methods; use of preprints; and publication of “null” findings.

UCL’s work to promote transparency in research

We are committed to supporting research transparency and to developing approaches to improve the quality of the research we produce. This includes continuing to support open research; developing governance processes to enable research outputs to be found, accessed, and reused appropriately when open sharing is not appropriate; the development of additional training, including in research methods; and improving the sharing of knowledge and best practice.

Search **UCL Research** for UCL’s full statement on transparency in research and other resources.

“As a researcher you are expected to read and adhere to the UCL Statement on Transparency in Research.”

OPEN SCHOLARSHIP

Commonly referred to as Open Science, Open Scholarship is a movement which is re-defining how research and education are undertaken, shared, published, evaluated, rewarded and curated. The move towards Open Science is global in extent and is being embraced by countries and territories all over the globe. Open Science is ‘science’ in the European sense, based on the Latin *scientia*, meaning knowledge, wisdom, understanding in all academic disciplines.

As defined by the European Commission, Open Science consists of eight pillars; this is the definition used in UCL.

Key to a transition to Open Science practice is the move to Open Access publication for all research outputs. This means that a research article or a monograph is freely available for sharing with anyone, anywhere in the world, as long as the user has a connection to the Internet. It is acknowledged that material published in Open Access has greater visibility and is cited more frequently. UCL has taken its commitment to Open Access a stage further than most, establishing UCL Press as the UK's first fully Open Access

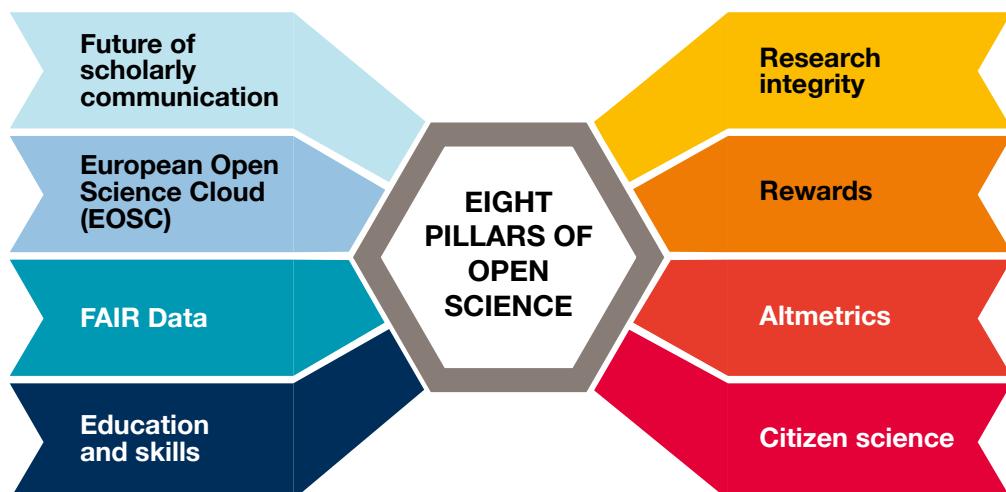
University Press, alongside UCL Discovery which is the institutional Open Access repository.

In an Open Science world, Research Data is the new currency in the research landscape. In June 2019, UCL launched its Research Data Repository (RDR). UCL already had repositories for personal and sensitive data, and also a storage service for data produced in the course of funded project work. What was needed was a repository for the long term curation of data and this is what RDR provides. The motivation was partly compliance with funder requirements. However, UCL was keen to ensure that, where possible,

research data should be as open as possible. RDR is also the repository UCL hopes can interact with the European Open Science Cloud (EOSC), a portal which provides access to research data across Europe. Fundamental to good research is the concept of FAIR data, where data is Findable, Accessible, Interoperable and Reusable.

Open Science will change the face of research and education, and UCL is taking a major role in leading that change.

For more information, search
UCL Library Open Science





open access
www.uclpress.co.uk

UCL PRESS

Established as the UK's first fully open access university press in 2015, UCL Press has fast become one of the leading OA scholarly publishers in the UK. UCL Press publishes a wide range of peer-reviewed scholarly monographs, textbooks and journals.

Our publications cover a diverse range of subjects in the Humanities and Social Sciences, including:

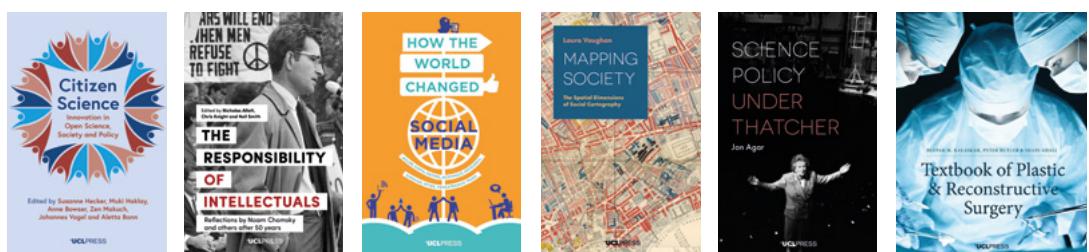
Anthropology | Archaeology | Area Studies | Built Environment | Education | History | Geography | Literature and Translation | Philosophy | Sociology | Urban Studies |

Publish with us

If you are interesting in publishing with UCL Press, please contact one of our commissioning editors to discuss your proposal, go to www.uclpress.co.uk to find out more.

Open access reaches a global readership

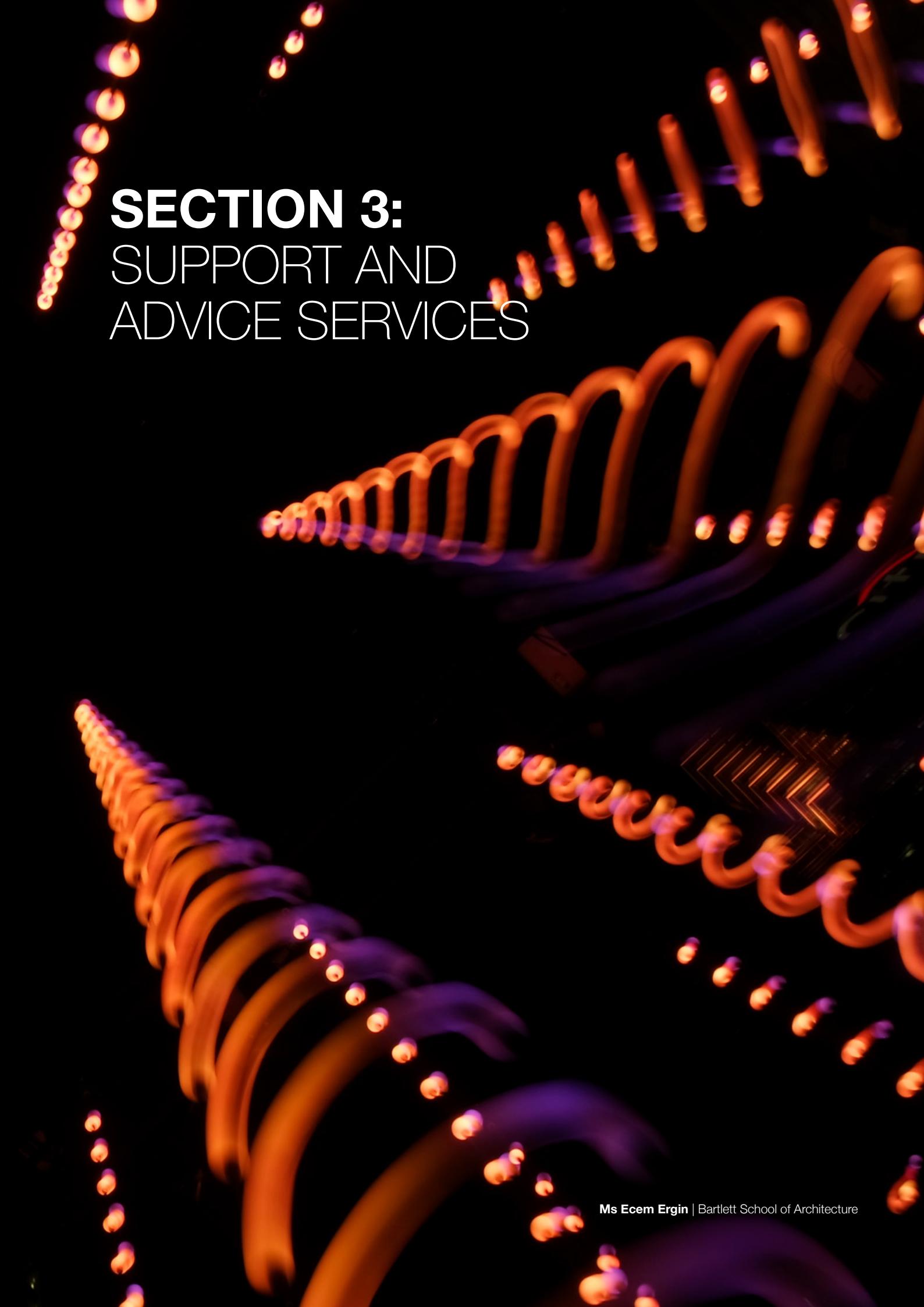
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SECTION 3:

SUPPORT AND ADVICE SERVICES

SERVICES AVAILABLE

The HR Services team is responsible for all employment-related issues and can be contacted by email hr-services@ucl.ac.uk or by phone +44 (0)20 3108 7160 between 10am and 4pm (Monday to Friday).

Search **UCL HR Services**

UCL and Brexit advice service for EU staff members, hiring managers etc.

Search **UCL and Brexit FAQs for staff**

HR Staff Benefits (pension scheme, wellbeing support and more)

Search **UCL HR Staff Benefits**

IT support for staff

Search **UCL IT essentials for UCL staff**

Legal Services for staff

Search **UCL Legal Services team**

Support for staff during coronavirus outbreak

Search **UCL Human Resources**

Dr Andrea Wetzel | School of Pharmacy

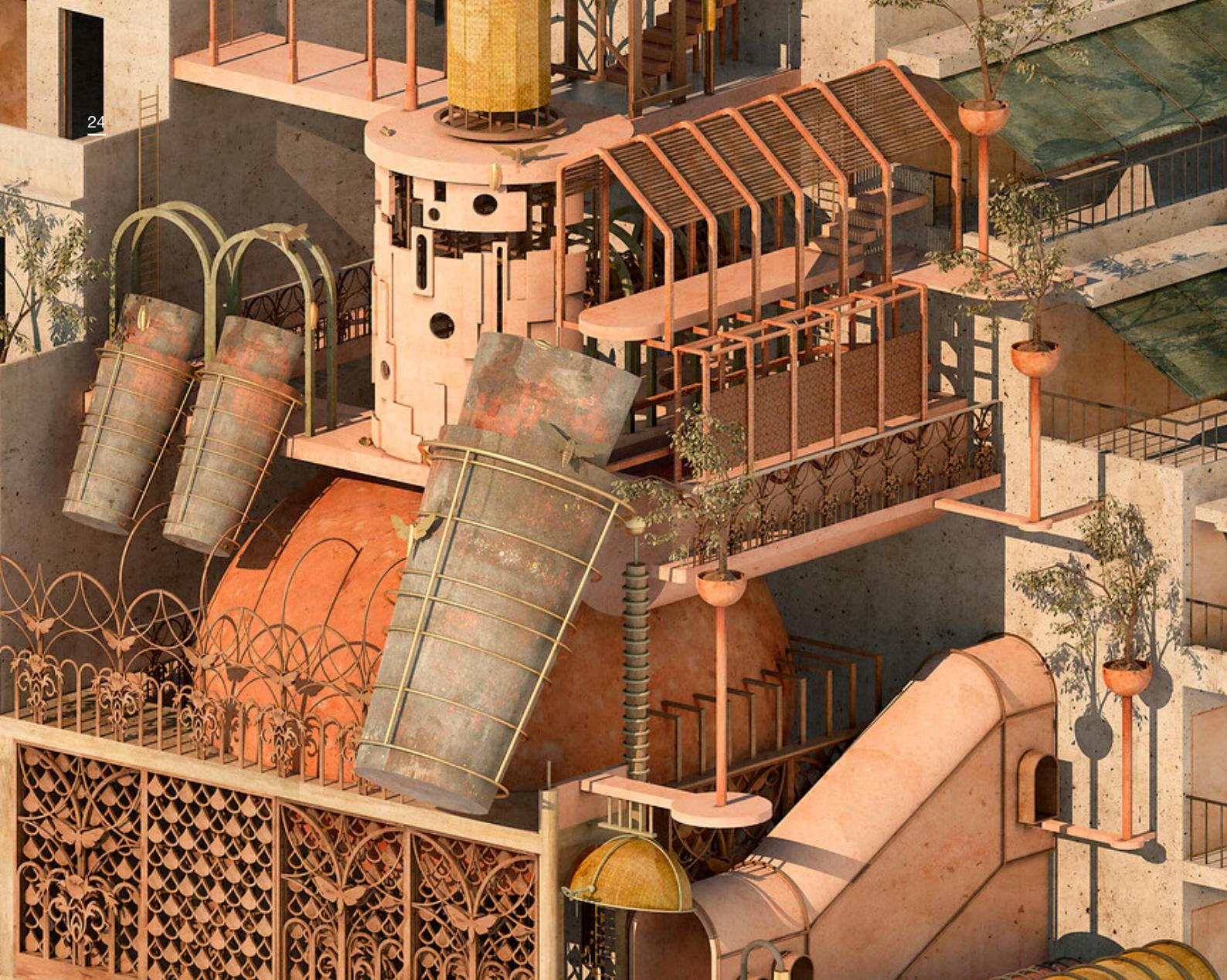




We need your help to
say **Full Stop** to bullying,
harassment and sexual
misconduct.

Help to create a supportive and
inclusive environment at UCL.

report-support.ucl.ac.uk



Miss Stefania Tsigkouni | Bartlett School of Architecture

WORKPLACE HEALTH

The Workplace Health team provide a comprehensive occupational health service to assist UCL in promoting physical and psychological wellbeing and to help prevent illness and injury arising from work activity.

We achieve this with a proactive approach to the management of health in the work environment, advising on the effects of health on work and work on health.

Services include:

- Advice on workplace adjustments for disabled staff
- Health surveillance and job hazard identification
- Drivers' health screening
- Work-related immunisation
- Food handlers' screening

For more information, search **UCL Research Domains**

SECTION 4: YOUR DEVELOPMENT

ORGANISATIONAL DEVELOPMENT

Organisational Development (OD) is one of five teams within Human Resources (HR) intended to support the delivery of UCL 2034.

Our work is structured in three key areas:

- Resourcing and talent, ensuring UCL are attracting, appointing and developing the right talent
- Staff development including learning and development and career pathways
- Continuous improvement and evolution of the experience of our staff community, including communities of practice.

Our priority is to ensure that UCL has the talent to achieve its vision by empowering and developing individuals and teams to reach their full potential. Through our work, our vision to become a leading centre of excellence for the development of individuals and teams, driving positive change across higher education and other sectors.

For more information, search:

[UCL Organisational Development](#)

Ms Di Jiang | Bartlett Development Planning Unit



LEARNING AND DEVELOPMENT PORTFOLIO

The central Learning and Development Portfolio, delivered by Organisational Development, provides training, courses and development events for all colleagues and postgraduate research students here at UCL. Learning opportunities are designed support the delivery of UCL 2034. Be sure to check with your department, faculty or domain for any development opportunities provided locally. Due to the coronavirus outbreak, face-to-face learning has been replaced with online learning.

The portfolio itself is divided into six sections.

Leadership enhancement

Future proofing UCL by ensuring we have the leadership behaviours and competencies to enable us to deliver UCL 2034. These programmes are available via nomination or invitation only.

Management development

These programmes provide line managers with the skills and tools that are needed to effectively manage a team and foster a management culture of development, enablement and inclusion.

Personal effectiveness workshops

Support to optimise personal effectiveness and contribute to creating an open, inclusive and collaborative working culture, in line with UCL 2034.

Researcher development

The Research Staff Development Programme (RSDP) is a comprehensive researcher development programme open to all research staff at UCL. The purpose of the programme is to provide researchers with the opportunity to expand their research and personal transferable skills in order to support research, professional development and future careers.

Development for specific staff groups

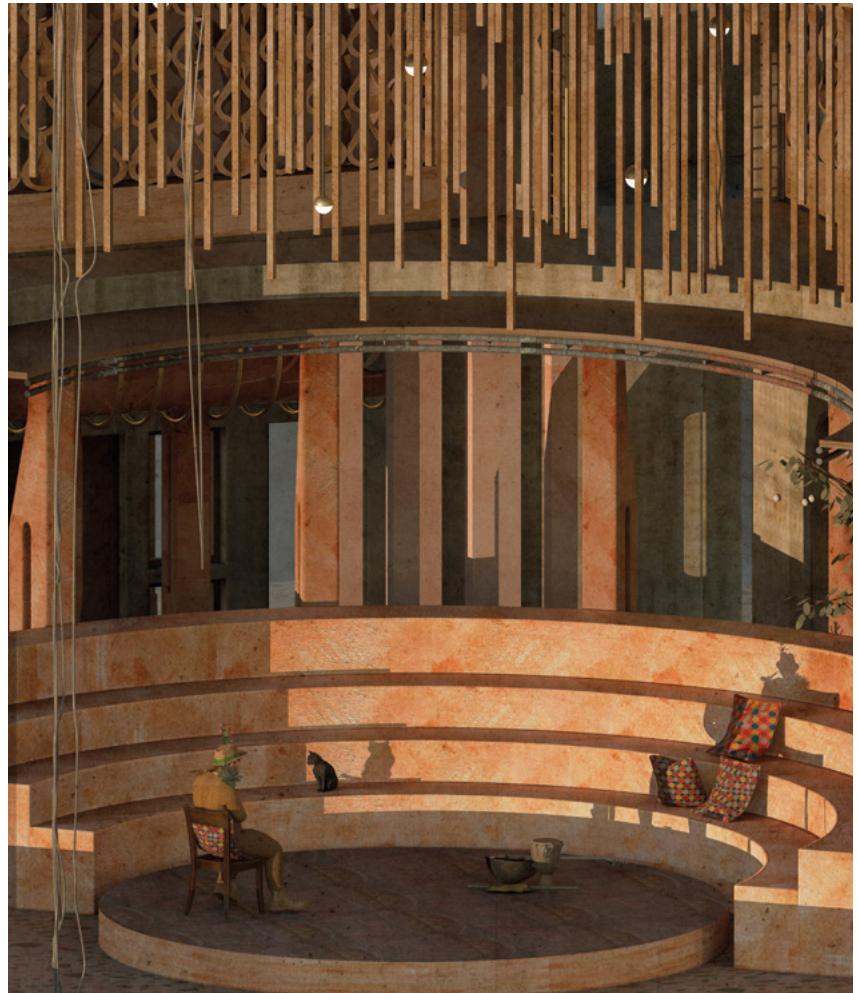
Several specially designed programmes for staff of certain groups, such as women preparing for or returning to work from maternity leave, and staff members planning retirement.

Mandatory learning

All staff at UCL are required to complete mandatory training to ensure compliance and understanding of key UCL policies. At the time of publication, there are seven required modules. These are: Staff online diversity training, Unconscious bias training, Green awareness UCL, Information security, Safety induction, General Data Protection Regulation (GDPR) training and Freedom of information.

Staff members with management and recruitment responsibilities are also required to complete the Meaningful Management Series.

For more information, search:
UCL Learning and Development Portfolio



Miss Stefania Tsigkouni | Bartlett School of Architecture

RESEARCHER DEVELOPMENT FRAMEWORK

What is the RDF?

The Vitae Researcher Development Framework (RDF) is a visual representation of skills and characteristics needed for a successful research career. They are divided into four domains:

Domain A

Knowledge and intellectual abilities

Domain B

Personal effectiveness

Domain C

Research governance and organisation

Domain D

Engagement, influence and impact

How you can use RDF to your advantage?

The RDF may be used for planning, promoting and supporting the personal, professional and career development of researchers. You can use it to plan and evaluate your progress in developing the above skills.

In line with the new Concordat to Support the Career Development of Researchers (2019), UCL expects all researchers to dedicate at least 10 working days per year to their personal and professional development.

More information on the Concordat is available on our website.

Search: **UCL Concordat 2019**

For more information search:

Vitae Researcher Development Framework

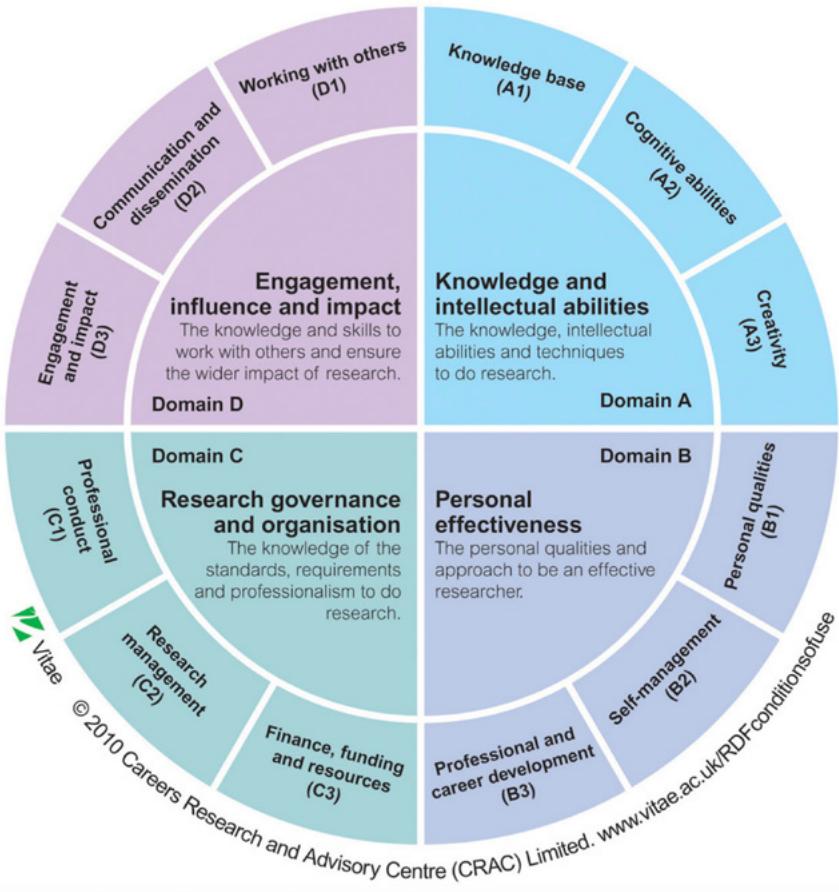


Figure above: Vitae's Researcher Development Framework (RDF)

"RDF may be used for planning, promoting and supporting the personal, professional and career development of researchers."

RESEARCH STAFF DEVELOPMENT PROGRAMME – IN FOCUS

The Research Staff Development Programme is mapped to the Researcher Development Framework, to assist you in navigating the programme and planning your professional development. The programme is divided into 6 broad areas:

Research skills and intellectual leadership

Courses to support sound research practice and creative endeavour:

- Professional behaviour and research integrity
- Creativity in research
- Research ethics

Research management

Offering guidance on developing and managing research projects.

Courses include:

- Winning funding for your research
- Project management

Leading research teams and projects

Leadership skills are key to a successful team and project management.

Courses include:

- Essentials of academic leadership
- Leadership in action

Engagement, influence and impact

Courses with a focus on developing necessary skills for positive working environment and impactful dissemination of research:

Courses include:

- Influencing and negotiating
- Empowered interactions: how to enhance your professional relationships
- Public engagement – skills and practice.

Communication and presentation

Offering you opportunities to develop your confidence with communication

Courses include:

- Promoting yourself to the media
- Specific heat capacity – voice training
- Creativity, spontaneity and confidence in public speaking

Writing and publication

Courses providing practical training on effective and compelling academic writing.

Courses include:

- Finding your voice as an academic writer
- Academic writing: reduce anxiety

Career planning

To assist researchers with effective career planning, UCL offers practical and reflective courses, applicable to academic, public and private sectors.

Courses include:

- Women in research
- How to decide what to do next

Personal development

Courses include:

- Effective decision making
- Resilience and overcoming imposter syndrome

For more information, search: **UCL Research Staff Development Programme**

OPPORTUNITIES FOR INTERNATIONAL LEARNING

Through the Erasmus+ programme, we aim to assist employees to develop to their full potential in the work they undertake at UCL in support of our 2034 Vision and Global Engagement Strategy.

To be eligible for Erasmus+:

- You must be a permanent UCL staff member (on payroll) who has successfully passed their probation period at the time of applying.
- You must have 12 months of ongoing employment funding on your current post at the date your application was submitted.
- Your Line Manager must approve your application.

There are two dimensions of the **Erasmus+** programme; these are teaching mobility and training mobility. We also offer mobilities that are blended with both teaching and training components combined. The teaching mobility is for academic staff, whereas, the training mobility is suited to both academic and professional services staff.

Your learning objectives set as part of your mobility, should be captured and reviewed as part of your appraisal discussion with a knowledge transfer component so that your colleagues can benefit from your learning experience on your return to UCL.



Be inspired by our participants in Erasmus+ from 2019/20. Read below their experience:

"Participating in the Erasmus+ training visit to HSE University Saint Petersburg, has contributed to enhancing my international research and teaching outlook, specifically through sharing fresh research perspectives with international colleagues. Following this visit, I am strongly committed to sharing my experiences and new research ideas and approaches with both colleagues and students within UCL, in my current role as a researcher and lecturer. I believe that my engagement with the Erasmus+ activity has contributed to the development of a dialogue in the area of lifelong learning as well as to cross-cultural intellectual collaborations with researchers across a range of countries and regions".

By Natasha Kersh from **Institute of Education** who visited HSE University St Petersburg under the Training Mobility.

"If I had to describe my key driver for Erasmus+ mobility in a few words: Internationalisation, understanding the HE sector beyond the UK, learning from colleagues teaching in other contexts, and networking"

By Alexander Samson from **School of European Languages, Culture and Society** who visited University of Malta under the Teaching Mobility.

The first closing date for applications for **Erasmus+** is Friday 6th March 2020.

For more information on **Erasmus+** (including how to apply) search: **UCL Erasmus+**

TEACHING AND SUPPORTING STUDENTS' LEARNING

The tasks you might undertake will vary between department and discipline, but typically can include giving one-off lectures, demonstrating in laboratory classes, leading tutorial groups, presenting seminars to students, marking assessed work, offering formal or informal supervision of dissertations and research projects, acting as personal tutor, and mentoring students. Any teaching responsibilities that you undertake must be clearly defined and the work compatible with your primary research activity. You should discuss and agree any teaching work with your PI or Head of Department, and the requirements should be established in advance with the person responsible for commissioning the teaching.

Professional development for teaching is provided through the UCL Arena Centre for Research-based Education, which offers a range of opportunities for developing teaching and gaining professional recognition for educational work. These professional awards are accredited by the HEA and are nationally – and increasingly internationally – recognized. Research staff are encouraged to engage with UCL Arena which has a number of options for researchers wishing to develop their teaching:

- UCL Arena Open is available to all staff who teach, supervise, support students' learning or lead on an area of education, no matter what their job title. The programme is accredited by the HEA, which means that UCL can confer awards relating to teaching and leading in higher education upon its own staff. Research staff are encouraged to work towards fellowship awards, which are made on the basis of applicants' successful experience of teaching, supporting students' learning, assessing or supervising.

Search: **UCL Arena Open**

- The Arena programme includes tailored sessions for postdoctoral staff to assist in planning, designing and delivering lectures and other teaching. There is a dedicated page on the UCL Teaching and Learning Portal for postdoctoral staff.

Search: **UCL Arena Postdoctoral Researchers**

- The wider Arena Events programme covers a range of teaching topics and includes an annual Education Conference, showcasing innovative practice and celebrating excellent teaching at UCL.
Search: **UCL Arena Events**
- The UCL Teaching and Learning Portal includes news, case studies and resources, outlining examples of good practice and helping you to develop your teaching.
Search: **UCL Teaching and Learning**
- Finally, UCL Arena Two is for Lecturers or Teaching Fellows on probation, who need to gain a teaching qualification in order to complete probationary requirements. Research staff with substantial responsibilities for teaching and/or supporting learning may be eligible to attend.
Search: **UCL Arena Two**

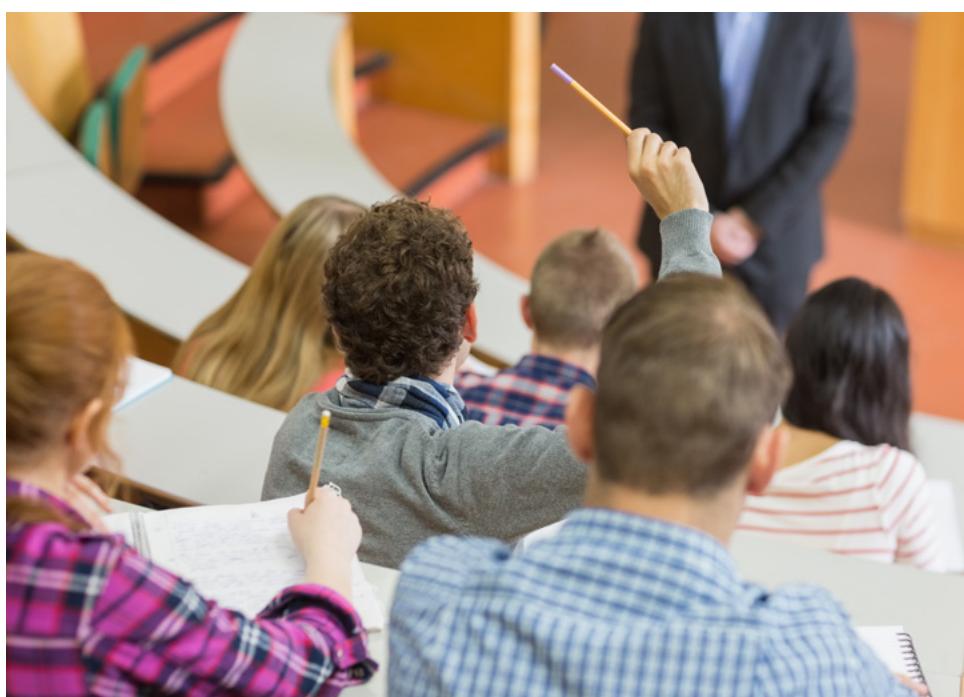
In collaboration with the UCL Doctoral School, UCL Arena offers a programme of sessions and resources designed to support colleagues in their role as research supervisor. Any member of staff wishing to be appointed as a research supervisor at UCL must complete a mandatory online course in UCL eXtend.

Search: **UCL Arena Open Research Supervision**

If you are unsure of your eligibility to supervise, HR provides a definitive list of which UCL staff categories are eligible to supervise research students at UCL.

Search: **UCL HR PhD Student Supervision Policy**

Please contact your Departmental Graduate Tutor for further details.



THE BRILLIANT CLUB

The Brilliant Club is an award-winning charity that recruits, trains and places doctoral and postdoctoral researchers in schools to deliver programmes of university-style tutorials, which are supplemented by two university trips.

Their mission is to increase the number of pupils from under-represented backgrounds progressing to highly selective universities through engaging the research community to share its academic expertise with state schools.

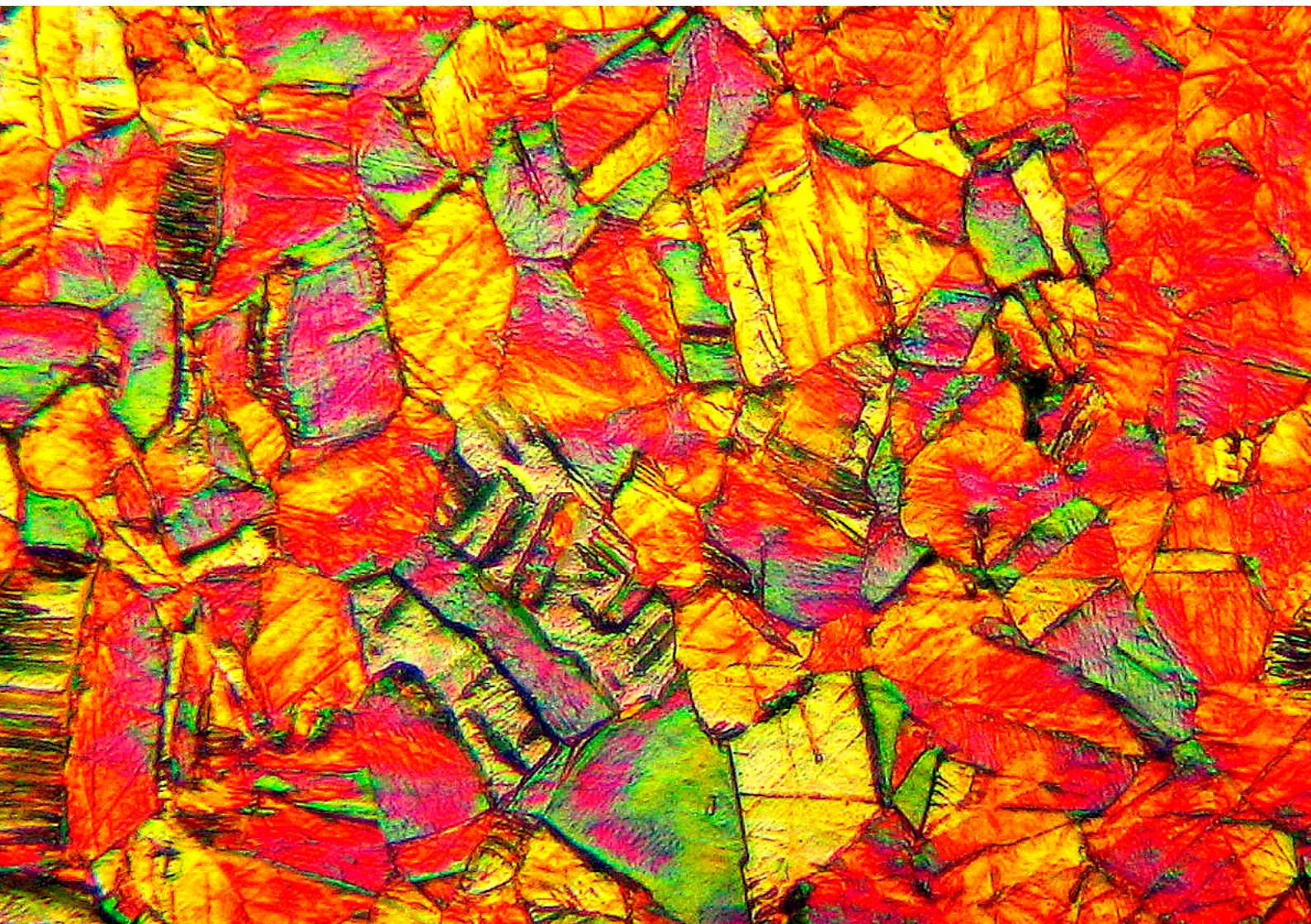
UCL's post-doctoral researchers are invited to get involved in the delivery of tutorials.

For more information search:

The Brilliant Club



Dr Adam Wojcik | Mechanical Engineering



ENTREPRENEURSHIP

UCL Innovation & Enterprise helps you take your research, knowledge and ideas out into the wider world.

Our team is made up of specialists with academic and business backgrounds who understand both the research and economic landscapes – and crucially how to marry to the two successfully.

There are many ways to achieve impact, including knowledge exchange projects; partnering with business or charities; providing consultancy to industry, government and policy-makers; and commercialising discoveries (see below).

Innovation and enterprise activities bring tremendous benefits to academics and their research and teaching work. They can enhance and expand existing research projects, facilitating access to data and helping to frame new questions in a way that would be difficult in a purely academic context. They also help build personal and professional reputations and extend networks, introducing new people who can bring fresh perspectives to research and teaching. External engagement is now integral to academic career progression as part of promotions criteria. In some cases, innovation and enterprise can also generate additional personal and institutional income.

Innovation and Enterprise pathways for researchers

Access innovation funding

Making connections and exploring opportunities outside of academia is often a crucial first step in turning ideas into practical solutions.

Funding from UCL Innovation & Enterprise is used to exchange ideas and expertise and accelerate the impact of research, by building links with industry, public sector services and the wider public.

You may want to test the commercial potential of your idea, second to an organisation or bring industry expertise into UCL.

Forging partnerships

Our Business and Innovation Partnerships (BIP) team takes a strategic approach to collaboration, by carefully matching the needs of industry with relevant academic expertise and establishing shared goals and values. We take the hard work out of creating and maintaining partnerships to leave you to focus on research.

The ultimate aim is to forge multifaceted, long-lasting partnerships, which can begin to address some of the complex societal and technological challenges of our times.

Commercialising technology

As the commercialisation team of UCL Innovation & Enterprise, UCLB can help you explore the potential of your ideas – through technology licensing or the formation of a spinout company – and advice on intellectual property (IP). With over 25 years of experience, UCLB is one of the UK's leading university commercialisation teams.

UCLB can also provide access to significant translation funding – through the £53m UCL Technology Fund and £40m Apollo Therapeutics fund to support drug discovery. Meanwhile, the newly launched Portico Ventures programme gives researchers more freedom to take their ideas to market through spinouts.

Providing consultancy

As the team that manages academic consultancy for UCL Innovation & Enterprise, UCLC is here to protect you when you consult – negotiating fees and contracts, legal agreements, IP protections, invoicing and payments, professional indemnity protection and project management.

Delivering consulting, including through bespoke short courses, is an effective way of sharing existing knowledge with external organisations; in return you're likely to find the experience feeds back into your research.

Developing short courses

There is considerable demand from business, government and the third sector for UCL-developed short courses that can aid personal or professional development.

From templates, workshops and one-to-one advice, UCL Innovation & Enterprise gives you the tools you need to deliver online short courses, continuing professional development (CPD), summer school classes and executive education.

UCL CAREERS – FIND YOUR FUTURE

An important part of the development of a skilled researcher is the ability to manage their own professional and career development (as specified in the national Researcher Development Framework). UCL actively supports research staff with their career management through a collaborative programme with UCL Careers. We provide an extensive, bespoke menu of personal support, careers information and employer engagement opportunities which can be accessed via our researcher – dedicated webpages, search:

UCL Careers Researchers

Specialist Support

A cornerstone of this programme is the work of our specialist Careers Consultants. The Consultants work closely with employer engagement professionals, employers, academics and other staff training and development professionals to design and deliver a careers programme that is relevant to, and meets the needs of, UCL's research community. They are ideally placed to provide impartial advice and guidance for individuals wishing to discuss their long term thoughts and plans for an academic career. They are also well placed to support researchers who wish to move beyond the academic environment. The work of the consultants is conducted through both one-to-one consultations and group work.

Engagement with External Organisations

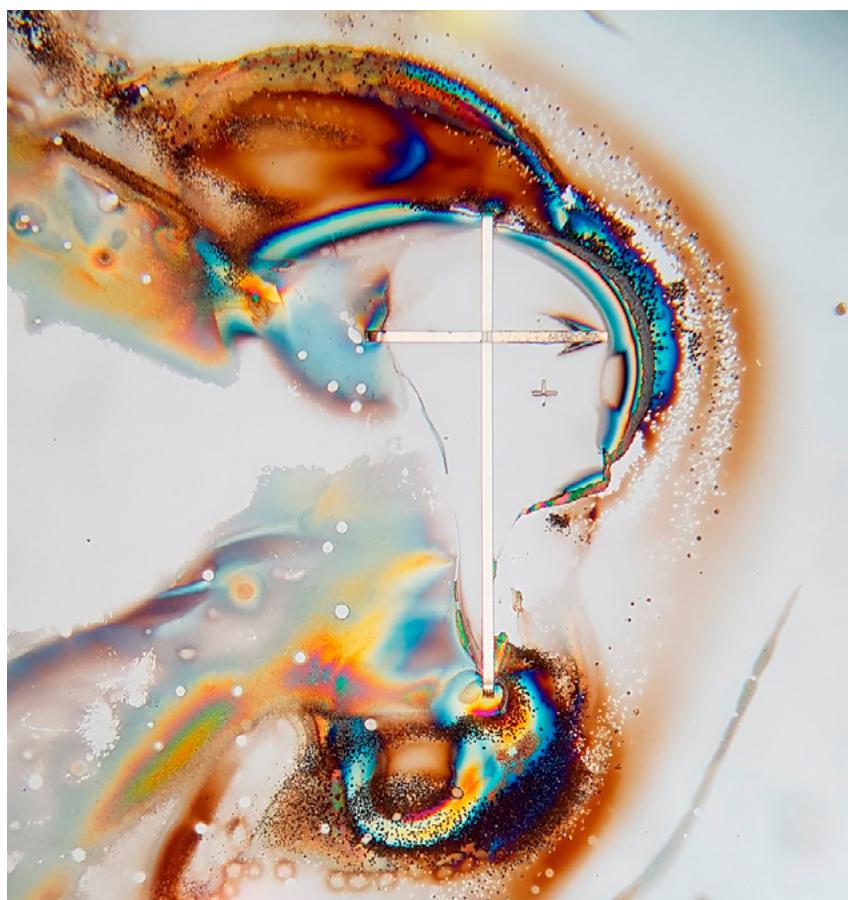
We have a long running and extensive programme of employer engagement designed for, and open only to, research staff and research students which stands UCL apart from most other universities in the UK. The Researcher Employer Programme aims to provide researchers with comprehensive knowledge of the wide range of organisations and occupations where both the subject specific and more 'transferable' skills gained through their research experiences can be applied. This takes the form of a series of sector-specific events, typically panel discussions and one-to-one networking, and employer facilitated workplace skills training.

Information & Vacancy Provision

We believe an essential part of effective career management is to learn how others have managed their careers successfully. We provide researchers with the opportunity to learn about the post-PhD career paths of people within academia and beyond, not only through our previously described events programme but also through our online collection of career case studies of UCL doctoral graduates and doctoral graduates of other institutions. Research staff also have access to our online databases of internships and full-time job opportunities from employers targeting UCL staff and students, including opportunities where research skills and experience may be essential or desirable.

For more information and to book onto our sessions, search:

UCL Careers Researchers



Dr Troy Dion | London Centre for Nanotechnology

ACADEMIC CAREERS FRAMEWORK

The UCL Academic Careers Framework is designed to support every type of academic career path at UCL. Whether you deliver research and education in equal measure, specialise in public engagement or enterprise or focus on teaching and institutional citizenship, the framework makes sure that personal impact is measured consistently across UCL. To help plan and support career development and recognise achievements, the UCL Academic Careers Framework is designed to be used in a number of ways by staff and managers.

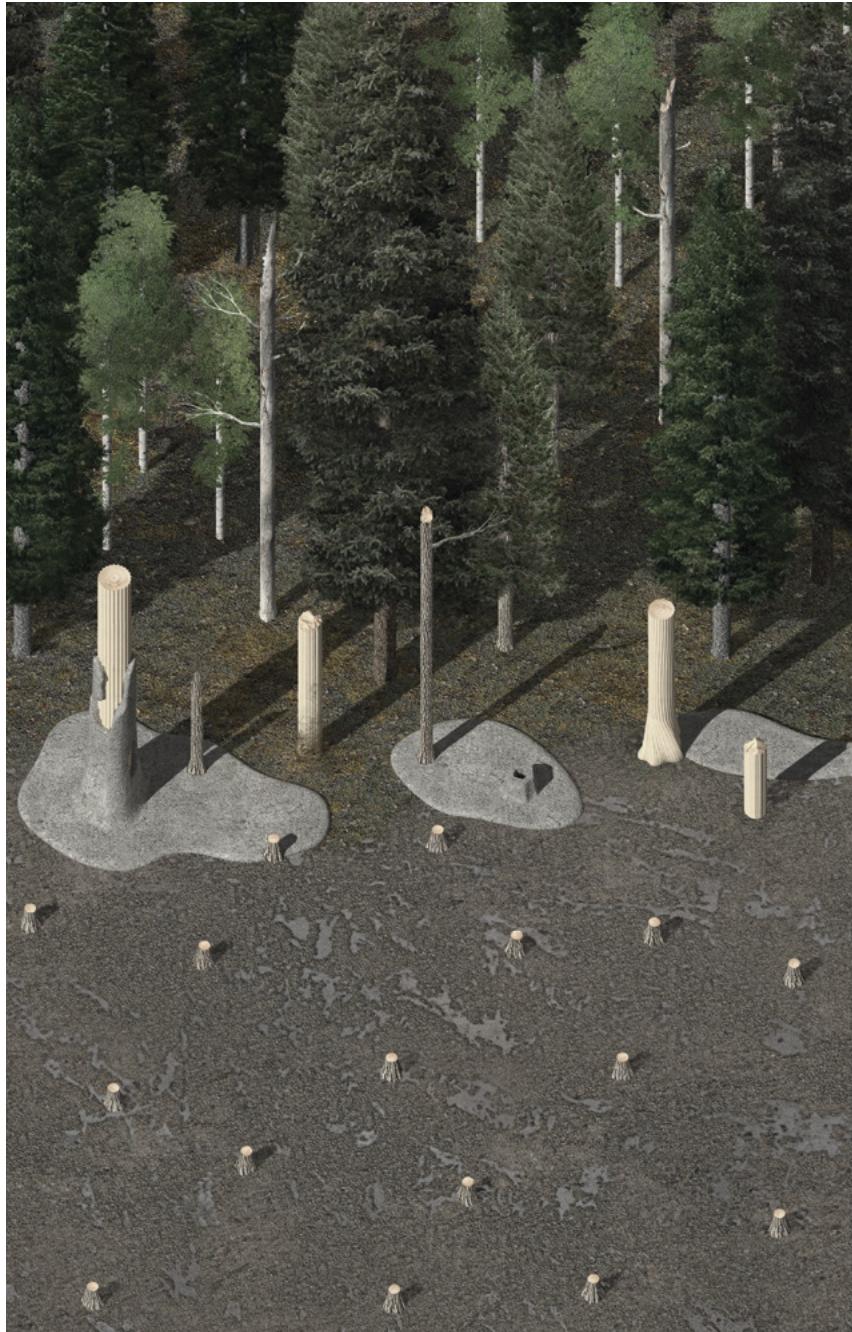
For instance, it can be used for:

- building a case for promotion
- assessing cases for promotion
- preparing for appraisals
- identifying skill gaps
- discussing career trajectories
- identifying development opportunities
- designing new roles and drawing up job descriptions
- succession planning
- considering cases for reward and recognition.

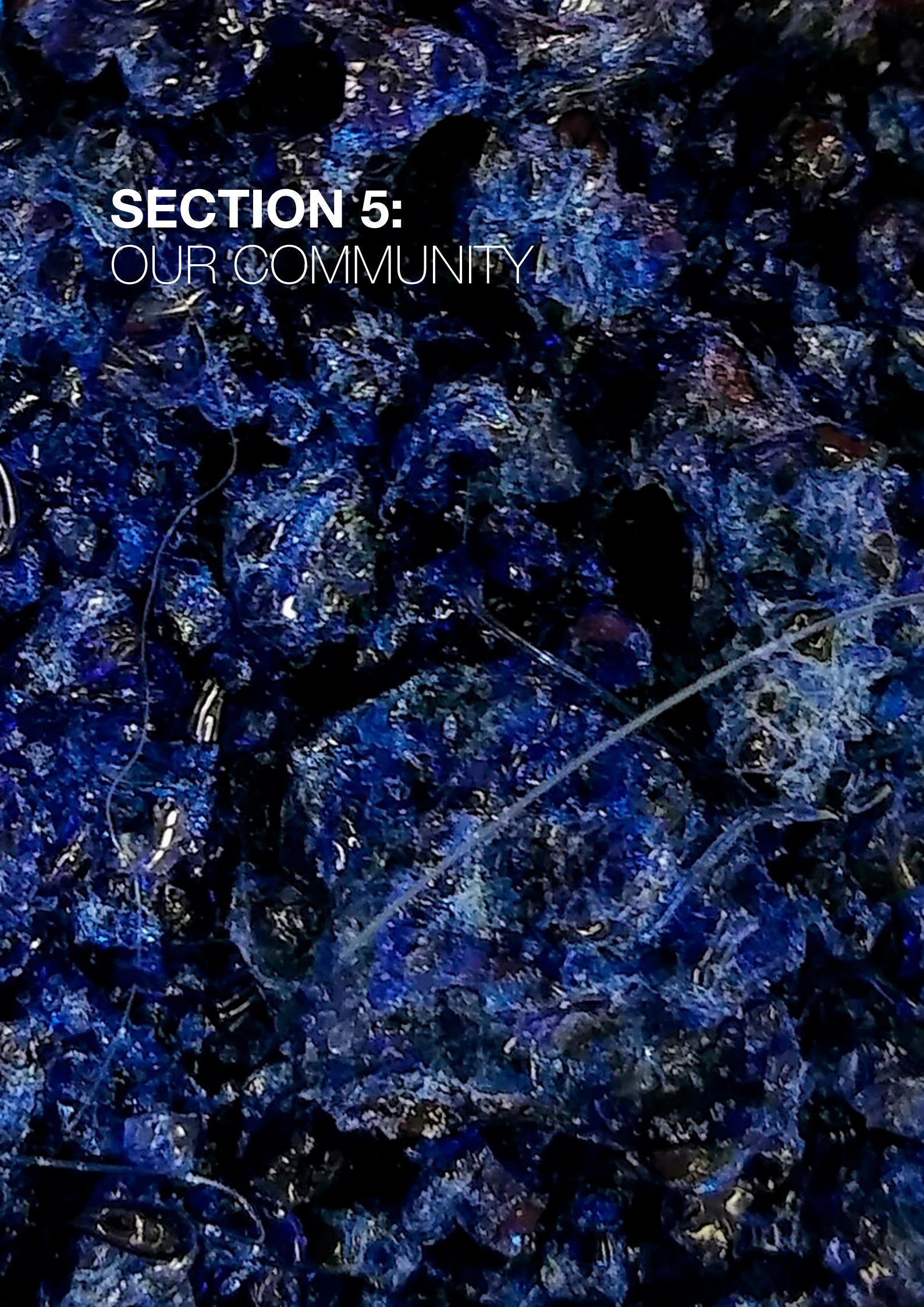
UCL Human Resources can advise on all the above and the UCL HR web pages set out more detailed guidance e.g. on academic promotions. Search: **UCL HR**

For more information, search: **UCL Academic Careers Framework**

“Whether you deliver research and education in equal measure, specialise in public engagement or enterprise or focus on teaching and institutional citizenship, the framework makes sure that personal impact is measured consistently across UCL”



Mr Cameron Overy | Bartlett School of Architecture



An aerial photograph of a residential area. The image shows a grid of streets with houses built along them. The houses are mostly single-story bungalows with varying roof colors. A mix of green lawns and mature trees is scattered throughout the neighborhood. In the background, larger buildings, possibly apartment complexes or commercial structures, are visible. The overall scene is a typical suburban landscape.

SECTION 5: OUR COMMUNITY

THE LIFE OF A RESEARCHER

The life of a researcher – in conversation with Professor Carey Jewitt

Professor Carey Jewitt is a distinguished research leader in multimodal communication, interaction and learning. She is professor of Learning and Technology at the UCL Knowledge Lab. Carey holds a PhD in technology mediated learning, a MSc in Social Research, and a BA in Fine Art.

Here she reflects on her research career in conversation with Academic Development Advisor, Emilia Brzozowska.

I began by asking about Carey's path into social science research. I was surprised to learn that Carey's background is in Fine Art, not the social sciences or education specifically. After completing her undergraduate degree, she worked on projects related to communication within a socially applied health context.

It was during that time that Carey was encouraged to become a researcher by a group of academics evaluating one of her projects. With their guidance, Carey learned many of the practical skills of doing great research, supplementing her knowledge with essential reading on research methodology. A text she still recommends to early stage researchers, is "Doing your Research Project" by Judith Bell.

After ten years of feeling curious about research, Carey took up a Master's degree in social research methods at the University of Surrey. Following her degree she applied for her first position at the Institute of Education, as a junior researcher, in a team led by Professor Gunther Kress. Under Kress' mentorship, Carey became a successful academic researcher, working on many exciting projects within and eventually taking on a succession of leadership roles, including the Head of Department of Culture, Communication, and Media, and most recently Director of UCL Knowledge Lab.

Carey emphasised that there is no 'right' way of becoming a successful researcher. Essential skills and qualities for research are courage, intellectual vulnerability, imagination and creativity, leadership, and resilience:

"You can think that the best thing to do is to not say too much, keep in line with your professor, don't be too challenging. I actually think that that's the worst thing you can do, we all need our ideas to be unpacked and explored."

On joining his team, Kress's advised Carey: "Your role is to help make me think". It is crucial to negotiate professional relationships in research teams such that everyone's input is welcomed and valued.

As her career progressed, Carey was pleased to discover that her background in Fine Art, unusual for a social scientist, was a real asset in her research. Bringing creativity and imagination to her thinking, writing and research has been key to her success as a researcher.

That being said, Carey stressed the importance of other practical skills such as time management and learning to lead and manage an effective team. Carey reflected that leading research teams which ultimately lead to senior leadership roles, though complex and demanding, have ultimately been pleasant and rewarding experiences.

Crucially, Carey learned along the way that it is important to be able to adapt your leadership style. People will have different motivations and values underpinning their work and being able to recognise and engage those motivations is essential to leading a successful and happy team. To understand and move beyond her 'natural' leadership-style, she has had to explore different leadership theories and approaches, and generally read around the topic. I was happy to hear that she has also benefited from a wide range of UCL leadership training courses, some of which we provide.

Having heard a lot about the importance of resilience in the research environment, I asked Carey about her thoughts on the subject. She began by stating that every researcher has and will face a failed application, which they worked hard on, sometimes accompanied by hard-to-hear feedback. Remaining resilient and passionate about one's research in these circumstances is difficult. Try not identify yourself with your research and ideas too closely. This approach may help you to view the rejection and feedback more objectively and use it for further professional and personal development. If you can effect a shift in thinking from, "I am a failure" to "this application failed", it may be better to interrogate one's work, learn from setbacks, and move on to succeed in the future.



Carey also stressed the importance of sharing one's struggles with fellow researchers, as these are the very people who will be able to shed some light on how to improve an application for the next call.

I was curious what Carey's thoughts were on maintaining a work-life balance. She feels very strongly about not overworking though acknowledges that occasionally a deadline may demand it. Research shows that working more than 40 hours per week lowers one's

efficiency and creativity, as people often trade sleep for work. This can reflect negatively on a project, it can also cast a shadow on one's private life and relationships. Carey stressed the importance of being able to switch off through a form of physical activity. Carey herself enjoys going for a run after a long day. She says it helps her come back to her research with a fresh mind and it has a good impact on both her professional and personal life.

To finish our conversation, I asked her what the best thing about working at UCL was. She replied, without a moment's hesitation, that it is the mentoring opportunities. She benefited from having a mentor who was ambitious for her and who encouraged and supported her to reach high. She advises us all to actively seek out that mentor, one who knows how to balance challenge with support to enable us to be our 'best researcher'.

EQUALITY, DIVERSITY AND INCLUSION

UCL defines ‘equality’ as the absence of unjust social hierarchy such as those based on age, disability, ethnicity, sex, gender, sexual orientation and religion, and ‘diversity’ as the presence of different cultural traditions and identities.

We wish to foster a positive cultural climate where all staff and students can flourish, where no-one will feel compelled to conceal or play down elements of their identity for fear of stigma. We strive for UCL to be a place where people can be authentic and their unique perspective, experiences and skills seen as a valuable asset to the institution. UCL is, and will continue to be, a leading proponent of ‘positive action’ through, for example, working with national schemes such as the Athena SWAN Charter (addressing gender inequality), the Race Equality Charter (to improve the representation, progression and success of black and minority ethnic staff and students in HE) and the Stonewall Workplace Equality Index (to enable greater inclusion for LGBTQ staff in the workplace). UCL proudly holds an Athena SWAN Silver Institutional Award and the Race equality Charter, was listed in the Stonewall Top 100. The equality charter

marks are used as a tool to drive change at departmental and institutional level – UCL currently hold 44 departmental award, including two gold departments.

The UCL refreshed strategy includes priority actions on positive action, progression, belonging and creating and inclusive culture. UCL remains committed to mainstreaming, intersectionality and developing and advancing group practice across the institution.

UCL has a number of equality networks and committees to help advance best-practice and shape a positive culture.

Staff can access good practice guides on disability, trans inclusivity, mental health and wellbeing and parents and careers from the website, and participate in ally training and bullying and harassment prevention workshops.

UCL has made some progress as a result of the Black Lives Matter campaign but continues to go further and has a responsibility to listen and to act. Practical steps are being taken to address racism close to home. Ensuring practical action on structural racism at UCL is a high priority for the Provost.

Further information on UCL’s equality strategy, staff networks, training and good practice guidance can be found on the Equality, Diversity & Inclusion website.

Each department has a DEOLO, a Departmental Equal Opportunity Liaison Officer, who acts as a source of related advice to staff and students.

For more information, search:
UCL EDI (Equality, Diversity & Inclusion)
and **UCL DEOLO**



Miss Carolina Ramos Rivera |
Division of Surgery and Interventional Sciences



Miss Weichen Tang |
Bartlett School of Architecture

REPRESENTATION AND FEEDBACK

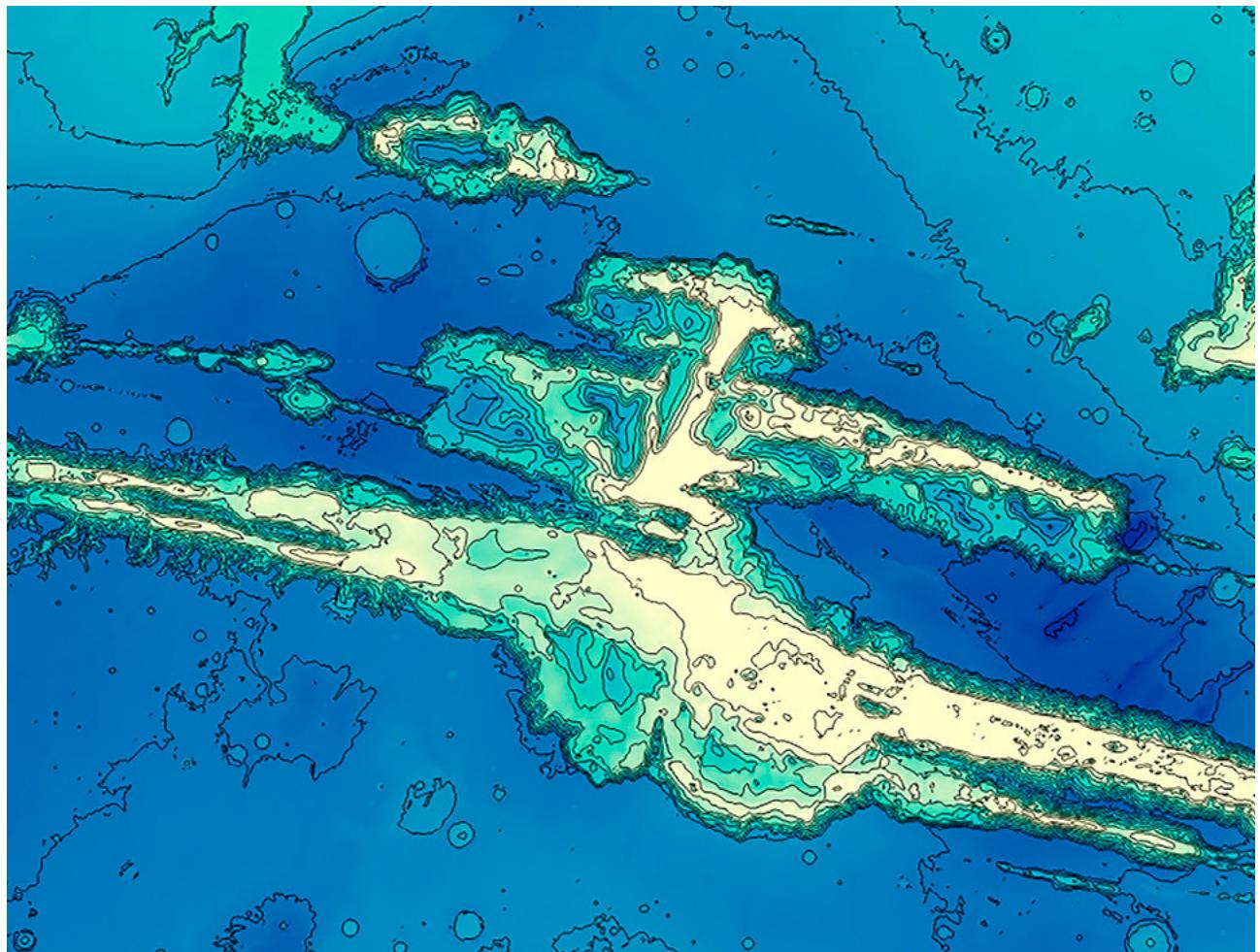
Multiple channels for representation, feedback and co-creation exist to support a positive researcher experience at UCL. The UCL Liaison Committee is a forum that brings together the chairs of the Research Domains' early career researcher networks with colleagues from Organisational Development, UCL Careers, the Office of the Vice Provost (Research), UCL Culture, Innovation and Enterprise to share, consult and develop support for research staff.

We support the creation of a fully inclusive community for the diverse groups of research and teaching staff and encourage engagement and collegiate spirit in support of the UCL vision and strategy for staff development.

To date we have helped to raise the awareness learning and development opportunities, collaborated to bring about Postdoc Appreciation Week, and influenced the development of new resources, policy and learning interventions.

We also aim to provide a coherent role in advocacy for the support of research staff at UCL and to ensure researcher's voices are heard at the highest levels, to that end we report into the Research Staff Consultative Group.

Mr Ruben Douglas | Division of Biosciences



STAYING IN THE LOOP

It is important to make the most out of UCL's social media channels, seeking out contacts for friendship and collaboration, as well as personal and professional development. Online networks provide you with an opportunity to share ideas and connect with your peers and colleagues, presenting you with a different perspective and a fresh approach to your current work. Consider all of these opportunities with an informed and critical eye.

Interaction and engagement with research and researchers are typically through research email discussion lists, (JISCMail), email newsletters and academic orientated social media networks such as Mendeley, Research gate and Academia.edu. There are numerous platforms that researchers can use to interact, gain knowledge and 'stay in the loop'.

Accustomed online platforms such as Facebook, LinkedIn, Twitter and Instagram, can also be used in a research based capacity.

When starting out you should get in contact with the channels that interest you. It is vital to know where to look and how to find 'your people'. Discover what is available in your field or department. By exploring both your own discipline and those related, you can find the right support for you. If you cannot find a network and community that is suitable or caters to your prerequisites consider setting up one yourself.



Mr Ben Simpson | Bartlett

CAREER DESTINATIONS

In May 2019 UCL was the first university outside North America to join the coalition for Next Generation Life Science (NGLS). This was part of UCL's ongoing commitment to support the professional and career development of researchers.

Our aim is to equip researchers to make informed choices about their career pathways.

We strive to use this information to make UCL an inclusive, diverse and supportive environment for all researchers.

We have committed to collecting and publishing key data for all disciplines represented at UCL:

- ✿ Admissions and matriculation data of PhD students.
- ✿ Median time-to-degree and completion data for PhD programs.
- ✿ Demographics of PhD students and postdoctoral scholars by gender, ethnicity, and citizenship status.
- ✿ Median time in postdoctoral status at the institution.
- ✿ Career outcomes for PhD and postdoctoral alumni, classified by job sector and career type.

If you have any questions or want to get involved contact
Kasia Bronk
Organisational Development
k.bronk-zaborowska@ucl.ac.uk

The NGLS coalition was founded in December 2017 as a response to a widespread concern that research institutions had not been sufficiently supporting researchers in accessing the full range of research careers, both inside and outside of academia. This was fuelled by the lack of robust and publicly available data on the postdoctoral career outcomes.

COMPETITIONS AND AWARDS

There are several awards, prizes and competitions available to research staff members across UCL. Below, you can find some of our most prestigious ones, run on a yearly or termly basis. Always check with your department administrators for any other opportunities available to you.

Researcher-led Initiative Awards

A great opportunity to design, manage and deliver a new professional development activity or event for your peers. Awards available are £500 and £1000, run on a yearly basis and are organised by Organisational Development.

For more information search:

UCL Researcher-led Initiative Awards.

Beacon Bursaries

Designed to support staff and postgraduate research students at UCL to do public engagement. It aims to fund public engagement activities that increase staff and research students' activity, skills and understanding of public engagement. Beacon Bursaries offer up to £2000 of funding and are organised by UCL Culture on a yearly basis.

For more information search:

UCL Beacon Bursaries.

Explore

A programme for aspiring entrepreneurs, comprised of eight interactive, evening sessions to test their business idea. At the end of each programme, participants are invited to pitch their ideas for a substantial cash prize. The programme is run by UCL Innovation and Enterprise every term over eight weeks.

For more information search:

UCL Innovation and Enterprise Explore.

Launch

Another great programme for aspiring entrepreneurs. Launch programme allows participants to prepare their businesses to go live in eight interactive, evening sessions comprised of hands-on workshops, gaming activities and one-to-one support. At the end of each programme, participants are invited to pitch their ideas for a substantial cash prize to develop their business. This programme is run by UCL Innovation and Enterprise on a termly basis.

For more information search: **UCL Innovation and Enterprise Launch.**

Early Career Neuroscience Prize

Each year the UCL Neuroscience Domain presents the Early Career Neuroscience Prize to two UCL neuroscientists. The prize aims to recognise outstanding work published in the past year by early career UCL neuroscientists in any field of neuroscience, and is awarded in two categories; junior scientist and advanced scientist. For more information search:

UCL Early Career Neuroscience Prize.

UCL Excellence in Health Research Prize

A competition to recognise excellent peer-reviewed, published, original research authored by UCL early career researchers in the broad theme of populations and lifelong health. The competition is sponsored by UCL Populations and Lifelong Health Domain with support from its Early Careers Network, SLMS Research Coordination Office and UCL Faculty of Population Health Sciences.

For more information search: **UCL**

Excellence in Health Research Prize.

Social Science Plus Scheme

Social Science Plus is the Collaborative Social Science Domain's funding scheme that offers £10,000 for a UCL social science led cross-disciplinary (social science and non-social science) pilot project that will lay the basis for a major (minimum £250,000), high quality, research funding application that is competitive and cross-disciplinary.

NB: Funding permitted, there will be another call for 2020-21.

For more information search:

UCL Social Science Plus.

UCL Awards for Innovation and Enterprise

This is a yearly awards scheme run by UCL Innovation and Enterprise. It aims to recognise staff, students and alumni for their outstanding range of innovative work and engagement in enterprise activities.

For more information search: **UCL Awards for Innovation and Enterprise.**

Research Images as Art/ Art Images as Research

The Doctoral School runs a competition/exhibition that is open to all UCL graduate students and academic staff, either science or arts based. Entrants are invited to submit images associated with their research which have aesthetic appeal. An exhibition of 'The Best 100' images is held centrally in College and assessed by a panel of judges. Prizes are awarded for the best images.

For more information search:

UCL Research Images as Art.

