The Declaration on Research Assessment (DORA)............................. Authors: Prof Stephen Curry: Assistant Provost for Equality, Diversity and Inclusion at Imperial College London; Dr Levi Gahman, Lecturer (Global Challenges) at University of Liverpool; Dr Shelda-Jane Smith: Postdoctoral Research Associate at University of Liverpool

A SERIOUSLY WIDE UPTAKE

Over 19,000 individuals and organisations in over 145 countries have signed DORA. In the United Kingdom, over 200 organisations are signatories.

‘REPUTATION’ AND ‘PRESTIGE’ ARE FRAUGHT

Prestige and esteem afforded to journals and institutions based upon metrics, income, league table rankings, and name recognition largely favour the Global North. Refraining from using uncritical notions of esteem/reputation can be used to help dissolve historical hierarchies.

EQUITY, INEQUALITY AND RESPONSIBILITY MATTER

Responsibility for opening up the academic community beyond its traditional membership lies within those who currently hold the power in the system, including tenured faculty, administrators, and those with seniority.

A MORE HOLISTIC ASSESSMENT

The Declaration of Research Assessment (DORA) seeks to grow the importance of other research outputs, such as training new researchers or producing new intellectual property, while

encouraging a judgement based on scientific content of research papers, not journal impact factors.

IMPACT FACTORS AREN’T FIT FOR PURPOSE

The Journal Impact Factor was originally created as a tool to help librarians identify journals to purchase, not as a measure of the scientific quality of research in an article.

Fast Track Your Research Impact........................................................... Author: Mark Reed, Professor of Rural Entrepreneurship and Director of the Thriving Natural Capital Challenge Centre at Scotland’s Rural College (SRUC), and a Visiting Professor at Newcastle University, Birmingham City University and the University of Leeds

FIND OUT WHO’S INTERESTED

* Work out as early as possible who outside the academy is interested in your research and might benefit from it.
* If you can’t think of anyone, get help from someone who is better connected than you.
* If you have limited time, prioritise the most important organisations or groups, for example that are highly influential or vulnerable and hard-to-reach.

START WITH THEIR NEEDS RATHER THAN YOUR IDEAS

* Reach out to those you’ve prioritised, explaining how your work might address their interests or benefit them.
* Meet them in listening mode, putting yourself in their shoes to understand how they see the world.
* Work with them to make an impact plan that delivers clear benefits, with tailored activities and get their help to put it into action.

KEEP THEM ENGAGED

* Deliver quick wins, for example turning your literature review into a briefing note.
* Regularly get feedback on how the research is progressing and their priorities and contexts are changing, for example via a Stakeholder Advisory Panel.
* Co-design and produce events (e.g. industry workshops) and outputs (e.g. policy briefs) together, sharing resources so you can follow up with participants effectively.

LEARN ABOUT WHAT WORKS

* Remain curious about who has benefited and how, looking for unintended consequences, learning from mistakes and building on what works.
* Create a space where you and other team members can quickly and easily keep evidence of impacts e.g. an email folder, a shared online document or an app like Evernote or OneNote.
* For significant impacts, research your impact and provide evidence that your research played a significant role.

REMEMBER WHY YOU ARE A RESEARCHER

* To engage with impact, you don’t have to be someone who wants to change the world.
* You might simply be curious. Ask how engaging with the public or stakeholders might enable you to ask new questions and learn interesting things.
* Rather than engaging in impact just to tick boxes for funders or enhance your career, find impact opportunities that inspire you and remind you why you love being a researcher.
* Fast track your research impact: Using your research to make a difference
* Allyship in academia: Creating a community of inclusion

Allyship in Academia: Creating a Community Where We All Belong................ Authors: Dr Clara Barker, Engineer and Material Scientist, University of Oxford; Dr Jason Olsen, advocate for disability rights, social justice and inclusion and the CEO of Disability Research Specialists; Dr Louise Stephen, postdoctoral researcher and co-chair of the UK Research Staff Association (UKRSA); Ayo Barley, Business Development Manager, Co-Chair BAME Staff Network, Liverpool School of Tropical Medicine, Dr Krishanthi Subramaniam, Tenure-Track Fellow, Institute of Infection, Veterinary and Ecological Sciences, University of Liverpool

BE A MENTOR

Mentorship is usually based on differentiations in the hierarchy of power. However, creating peer mentorships by engaging with your colleagues can be an equally effective way of learning and creating a culture of cooperation.

BECOME OK WITH HAVING COURAGEOUS CONVERSATIONS

Discussions about bias at any level can be difficult. However, when we are brave enough to have these conversations, we can change our culture for the better. Let’s get comfortable with talking about topics that we may not want to but are needed if we are to learn from one another.

RECOGNISE YOUR PRIVILEGE

All of us have a certain level of privilege that may have aided our social advancement. Recognising when our privileges may have given us advantages over others can aid us in learning how to use our privileges and the platforms that accompany them, to create opportunities for the advancement of those with less privilege.

EDUCATE ONESELF THROUGH ACKNOWLEDGMENT OF OUR OWN UNCONSCIOUS BIAS

Unconscious bias are biases that we ourselves are not aware of. They are often based on preconceived notions of people we have had little previous interactions with. This can contribute to a creation of prejudice against people for which we have not had meaningful interactions with. Cultivating a culture with minimal bias requires us to learn about the historical context of structural inequities in our workplaces and to address our own unconscious biases so that diversity and opportunity can flourish simultaneously.

BE A CHAMPION FOR CHANGE

Understand that we may not be responsible for historic wrongdoings, but we are all responsible for dismantling structures that cause ongoing inequalities today. Recognise your own power to challenge inequalities and to drive change. We each play a role in challenging policies and attitudes that create imbalances in opportunities. You can advocate for a culture that is free and equitable. Recognise your power, put on your cape, be a hero for change!

Raising your research profile by writing for The Conversation.......... Author: Holly Squire, Special Projects Editor, The Conversation

WORK WITH TEAM OF PROFESSIONAL EDITORS TO UNLOCK YOUR KNOWLEDGE FOR USE BY THE WIDER PUBLIC

You’ll get expert advice and an opportunity to develop transferable skills.

IMPROVE YOUR WRITING SKILLS

Learn how to write short, newspaper style articles using the right tone and style to engage with the public.

BUILD A HIGHER PROFILE FOR YOU AND YOUR RESEARCH

Position yourself as an expert voice to address a global audience.

CREATE NEW OPPORTUNITIES FOR IMPACT, PARTNERSHIPS AND PROJECTS

Articles can lead to further contact from the media or from academics seeking collaboration or further information.

REACH A WHOLE NEW AUDIENCE BEYOND TRADITIONAL ACADEMIC CIRCLES

Inspire people to take an interest in your subject and inform public debate.

Preparing for a successful future........................................................... Author: Rachel Cox, Vitae Engagement and Policy Manager

PRIORITISE YOURSELF

Put time aside to prioritise your own career and development. It’s easy to allow your time to be filled up with everyday tasks. People often say ‘I don’t have time for professional development’, when what they mean is ‘I don’t make time for professional development’. Time for yourself is time well spent, so give yourself permission to focus on your development.

MAKE A PLAN

Design your own future by writing a professional development plan. Consider your long-term, mid-term and short-term goals, then reflect on what you could do to help you get there and who you might ask for help. It’s likely you’ll have to flex your plan as your career takes different paths, but by reflecting on where you want to go you’ll feel more in control and have a broader view of options available to you.

NURTURE NEW CONNECTIONS

building a professional network is a key element of preparing for a successful future. Meeting

new people can help you to find out about new opportunities, give you inspiration and new

insights for your work, and lead to future collaborations or roles. Preparing for a successful future

GET INSPIRED

have an open mind and explore what options and opportunities are open to you. As a researcher, you have sought after skills and there are lots of opportunities available. Consider the multiple paths your career could take, you never know where things will lead if you are open to them.

LEARN TO FAIL

Not everything in your career, or life, will go as planned. You won’t always achieve the things you set

out to do, but don’t be discouraged - every failure is a learning opportunity. Following a setback,

take time to reflect on what you can take away from the experience that will help you in future, and turn it into a positive.

Research Survival: How to manage your health and wellbeing on your research journey....... Author: Alys Kay, experienced facilitator, coach, photographer and videographer

SLOW THE FLOW

The media is fully aware that our brains fixate on threat, uncertainty, and negativity - and they capitalise on it. To reduce anxiety, it is important to be aware of and take control of your information diet.

CHARGE UP

The body is like a car battery: we must expend energy to make energy. We can charge up by paying attention to our physical needs: planning healthy meals in advance, developing a regular exercise routine and practicing sleep hygiene.

STAY CONNECTED

Research suggests that when it comes to social interactions, it's quality, not quantity that matters.

Cultivate the connections that make you feel comfortable, heard and understood.

DEVELOP A SELF CARE PLAN

A self-care plan can help you enhance your health and wellbeing, manage your stress and maintain professionalism.

GET PERSPECTIVE

Ask yourself: What is the worst possible outcome? What is the best? What is the most realistic? How do I direct my efforts towards the outcome that I want? How important will this moment be in a years time?

Code-switching between academia and research consultancy......... Authors: Hellen Parra-Florez, Founder; Anna Brady, Project Management Consultant; Kat Kucaba, Research Consultant, Code-Switch Consultants

WRITE AS CLEARLY AND SIMPLY AS POSSIBLE

Use simple, short, active sentences

SET YOUR PROJECT UP FOR SUCCESS

Take time to analyse and plan before you do

COMMUNICATE OFTEN AND OPENLY WITH YOUR TEAM

Avoid unexpected setbacks and misunderstandings

Code-switching between academia and research consultancy

BE CLEAR AND TRANSPARENT ABOUT YOUR RESEARCH APPROACH

Provide recommendations that follow on from findings

SPEND A LOT OF TIME TALKING TO CLIENTS AND ASKING QUESTIONS

Elicit clear requirements and expectations

Bouncing Back after a Disappointment – How to handle rejection like a professional!...... Author: Denise Chilton, Leadership Development Coach and Facilitator

HOW IMPORTANT IS THIS ISSUE ON A SCALE OF 1 – 10?

It might not be as important as you think when you stop to reflect.

WILL THIS MATTER IN6 MONTHS’ TIME?

Will help you put thesituation in perspective.

HOW WOULD I LIKE TO RESPOND TO THIS DISAPPOINTMENT?

– is my response appropriate

WHAT ADVICE WOULD I GIVE TO A FRIEND?

We can be our own worst critic so show yourself some respect when replaying the situation in your mind.

WHAT CAN I FIND POSITIVE IN THIS SITUATION?

When we look for the positive it helps focus our minds and inspires us to move forward.

WHAT WOULD YOU DO DIFFERENTLY NEXT TIME?

There is learning in everything especially things that don’t work out the way we had hoped.

More than “Just About Managing” – Stepping Up to Project Leadership…………........ Author: Dr Steve Hutchinson, Founder of Hutchinson Training and Development Ltd

CONSIDER THE BIGGER PICTURE

Think of your overall purpose, value and impacts.

DEVISE AN EFFECTIVE PLAN

Have a meaningful visible, current and flexible plan.

RUN A PRE-MORTEM

Look ahead at the challenges that could cause everything to fail, and create a plan to deal with them.

DON'T IGNORE THE HUMAN FACTORS

Keep in mind the environmental, organisational and job factors and individual characteristics which influence behaviour.

PLAN FOR A SOFT-LANDING

Don’t just get busier – establish how you’re going to transition from the design to implementation and delivery phases of a project; and give yourself time to plan the next one.

Tackling Isolation: Community-building for postdocs........................ Authors: Dr Joan Chang, University of Manchester; and Dr Blanca Perez Sepulveda, University of Liverpool

REMEMBER YOU’RE NOT ALONE

The postdoc community is big and diverse – did you know there are ~6,000 postdocs in the UK? So you're not alone in your journey, and it really helps to connect with others with similar (or different) experiences.

BE VOCAL BUT PATIENT

We tend to forget or get frustrated by how long it takes to make actual changes, but the postdoc community is diverse and good changes take time. Remember to not push your agenda on other people, as it’s very important to be inclusive of all different experiences.

FIND OUT ABOUT LOCAL INITIATIVES

You can find out about local postdoc associations/events in your institution, and identify your postdoc representatives who will be able to signpost you to local events and initiatives.

DON'T BE AFRAID TO ASK

Because the postdoc community is so diverse, if something doesn't exist doesn't mean it can't – it is

more likely that nobody has thought about it, or perhaps even didn’t think it was something that will

appeal to more people. Ask for what you need or feel is missing! A good way to start is by talking to your local representatives, but you can also start your own initiative! You can get advice or guidelines from other organisations, for example the UKRSA has guidelines to set up a local Research Staff Association and are always happy to help.

JOIN US ONLINE! FIND OUT ABOUT LOCAL INITIATIVES

There are many UK & Republic of Ireland-wide postdoc communities you can join or You can find out get involved with. A good way about local postdoc to start is social media; follow associations/events in on Twitter @UKRSAvitae, your institution, and @UK\_NPAW and @ukpdocslack identify your postdoc (to name just a few), where representatives who you can keep up to date with will be able to initiatives, interact with signpost you to local colleagues, join mailing lists, events and initiatives. Slack groups, and get involved!

Inner Realities: Stronger Connections and Successful Futures........ Author: Roddy Bray, facilitator of the Being for Beginners series

NOTICE THE BODY

NOTICE FEELINGS

NOTICE THE MIND

CONNECT WITH NATURE

CONNECT WITH OTHERS

Blue Sky Research in Industry – not everything is measured by the quarter!...................... Author: Dr Edward O. Pyzer-Knapp, IBM Research’s global lead for AI Enriched Modelling and Simulation

VALUE IS DEFINED BY CONTEXT

Take a keen interest in what is going on around you.

CHALLENGE YOURSELF

It is OK to fail, so long as you learn something from it.

‘SO WHAT’ IS AS IMPORTANT AS ‘HOW’

Just because you can do something, doesn’t mean you should.

IF YOU WANT TO DO SOMETHING NEW, WORK OUT WHAT TO STOP

If you can’t find anything, you shouldn’t start new things.

BALANCE INVENTION AND DELIVERY

Too much invention and you won’t progress, too much delivery

UKRI and Researcher Development: changing culture across research careers - Working towards a research and innovation culture where everyone is valued and supported to reach their potential..................... Author: Dr Ellen Meek, Senior Talent Programme Manager, UKRI; Dr Nik Ogryzko, Talent Programme Manager, UKRI

GET INVOLVED

Changing research culture will take all of us. Look for opportunities to get involved in culture change within your group, department, employer or even nationally.

OWN YOUR CAREER

It’s your career, don’t let others define it for you. Keep an open mind, explore opportunities and help others to do the same.

KNOW YOUR POLICIES

Familiarise yourself with your employer’s policies so that you know what you should have access to, what to do if things go wrong, and how you can contribute to a positive culture within your employing organisation.

COMMIT TO DEVELOPMENT

Career development is a continuous process, keep thinking about and developing your skills. If you manage others, support and enable them to do the same.

THINK ABOUT YOUR CONTRIBUTIONS

Think broadly about research and innovation, it’s not just about publications. How have you supported and developed others? How have you contributed to the wider research community or society?

ED(I) Won’t Wait: A Research Culture Cabaret.................................... Author: Dr Kieran Fenby-Hulse, Research Fellow (Research Policy and Impact)

LISTEN TO THE EXPERIENCES OF OTHERS

BE OPEN AND ACCOMMODATING

VALUE DIFFERENCE

ALWAYS ASK YOURSELF, WHO MIGHT THIS EXCLUDE

SUPPORT ALL THOSE AROUND YOU TO BE THE BEST THEY CAN BE

Octopus: Changing the way we publish – and do – science............. Author: Dr Alexandra Freeman, Director, Octopus

FORGET OLD-FASHIONED JOURNALS

Be part of the future of scientific publishing.

VALUE EVERY PART OF THE SCIENTIFIC PROCESS

Research problems, hypotheses, protocols, data, analyses, interpretations, real-world uses and peer reviews are all equally incentivised and published separately.

INSTANT PUBLICATION WITH NO BARRIERS TO DISSEMINATION

Peer review is post-publication and everyone can read everything, for free

REWARD SCIENTISTS FOR THEIR SCIENCE NOT THEIR STORYTELLING

Break up the linear narrative of ‘papers’ and publish in smaller units instead. Be part of the future of

scientific publishing.

MERITOCRACY IS KEY

Publications are judged on the quality of the work, and nothing else.

Researching the world, leaving no-one behind................................... Author: Dr Wendy M. Purcell, PhD FRSA, Academic Research Scholar, Harvard University

SEE THE BIGGER PICTURE

Don’t get lost in metrics – focus on strategic outcomes.

THE EQUATION THAT EQUALS A BETTER AND MORE SUSTAINABLE FUTURE FOR ALL

17 Sustainable Development Goals + 169 targets + you = SDG solutions.

FOCUS ON SOCIAL IMPACT

Creating solutions that are locally rooted and globally connected.

NAVIGATE UNCERTAINTY USING THE SDGS

Volatility, uncertainty, complexity and ambiguity – VUCA times make it hard to plan, but the SDGs

can be your compass.

RESEARCH THAT LEAVES NO-ONE BEHIND

Connect research to practice through policy to deliver inclusive transformational change.

How to Manage a Tricky Conversation with your Manager............... Author: Denise Chilton, Leadership Development Coach and Facilitator

DON’T JUST LAUNCH IN!

Ask yourself when a good time would be to have a conversation and where would the best place to have it be. A place where you won’t be interrupted or overheard.

PLAN WHAT YOU ARE GOING TO SAY

Then find a trusted friend who is happy to listen and give you some honest feedback on how it lands!

PAUSE!

If it gets emotional then pause the conversation and agree another time to speak

PERMISSION TO BE COURAGEOUS

It is OK to reasonably speak your mind so give yourself permission to be courageous. There is more inside you than you dare to think!

BALANCE WHAT ISN’T WORKING WITH WHAT IS WORKING

Even in the most difficult relationships there is always something positive that you can find that works well – even if you have to dig deep!

Discovering your path to effective public engagement..................... Author: Dr Erika Aquino, Public Engagement Manager, British Society for Immunology

WHO IS YOUR AUDIENCE?

And why do they want to engage with your research?

FIND THE SUPPORT AVAILABLE TO YOU

Both financial and guidance through Universities, institutes and learned societies

LISTEN AND INTERACT

It’s a two-way Conversation

PLAN YOUR EVALUATION

From the very beginning of your project

FIND YOUR PATH AND BE BRAVE

Discover what works for you and your audience; give it a go

What can researchers do? STEM skills outside the academy............. Author: Dr Matt Crooks: Data Scientist at the BBC; and Dr Alanna Gannon: Editor at Wiley

IF YOU MEET HALF THE CRITERIA, GO FOR IT

Don’t be dismayed if you don’t meet all the essential criteria for a job. If you want it, go for it.

Remember that you bring more than just your technical skills, you learn quickly, and your

application might inspire new goals or directions that the employer hadn’t previously considered.

YOUR SOFT SKILLS ARE IMPORTANT

It’s easy to forget that your “soft skills”, such as self-motivation, problem solving and networking,

are actually most important to employers. These hard-earned traits developed over years of

research are what make postdocs attractive across many fields and sectors.

ENJOY WHAT YOU DO

If you keep sight of your passion, you’ll be good at what you do. Follow what makes you excited.

DON’T WORRY – YOU’RE HIGHLY EMPLOYABLE

In comparison with other sectors, postdocs are highly competitive. Don’t forget that in a sense you’ve already “made it”.

DON’T LEAVE IT TOO LATE

Careers outside academia are waiting and the possibilities are great. If you do want to work outside the academy, do so.

Releasing Potential – The Power of Coaching and Mentoring ........ Author: Dr Steve Hutchinson, Founder of Hutchinson Training and Development Ltd

PAY ATTENTION

Notice the verbal and non-verbal clues. Listen for the text and subtext.

PLACE THEIR LEARNING AT THE CENTRE OF THINGS

It's not about you and your expertise.

DESIGN YOUR ALLIANCES

Be conscious about expectations and boundaries.

KEEP FOCUS

Mentoring is a conversation with a purpose.

BE FLEXIBLE IN YOUR RESPONSE

What does a mentee need in order to achieve their goals?

How to get published in Nature – an ex-editor’s perspective........... Author: Dr Jane Rees, Research and Partnerships Development team at the University of Liverpool

DON’T ACCEPT A REJECTION BASED ON FUNDAMENTAL MISUNDERSTANDING OF YOUR WORK

It doesn’t happen often, but if the reviewers have not grasped your work, and a scientific misunderstanding has resulted in rejection, you can (politely!) appeal

MAKE LIFE AS SIMPLE AS POSSIBLE FOR YOUR EDITOR AND PEER REVIEWERS

You want them on your side! They are looking for scientific impact, so make the message clear about what is novel in your paper, how unambiguous and generalisable are your results, and explain how your analysis is fit for purpose.

WRITE FOR YOUR VARIOUS AUDIENCES

Readers will include editors, reviewers, and journal readers, and they will have varying levels of

specialist knowledge. Get your abstract right and write a narrative that structures each paragraph to

enable selective reading (headlines first, detail afterwards)

CHOOSE THE RIGHT JOURNAL TO REACH YOUR TARGET AUDIENCE

Don’t just go with the ‘easy option’ default journal – think about who you want to read your paper and aim as high as you can.

NEVER IGNORE REVIEWER FEEDBACK

Never resubmit to another journal without revising your paper – you never know

when you might bump into the same reviewer again!

Supporting the career development of researchers – how can we implement a supportive research environment?.......................... Author: Daniel Wake, Policy Manager, Universities UK

CREATE A SUPPORTIVE AND INCLUSIVE RESEARCH CULTURE

Help create a supportive, fair and inclusive research culture and be a supportive colleague.

CREATE CONDITIONS THAT RECOGNISE AND VALUE RESEARCHER CONTRIBUTIONS

Positively engage with performance management discussions and reviews, and act on your role as a key stakeholder within your institution and the wider academic community.

PROMOTE A HEALTHY WORKING ENVIRONMENT

Take positive action towards maintaining your wellbeing and mental health.

TAKE OWNERSHIP OF YOUR CAREER

Identify opportunities to work towards your career goals, positively engage in career development reviews and consider opportunities to develop your awareness and experience of the wider research system.

IMPLEMENT THE RESEARCHER DEVELOPMENT CONCORDAT PRINCIPLES

We believe that if all parties work together to ensure effective implementation of the Principles, all UK researchers will be working in healthy and supportive research environments within a decade.