

Welcome to NDM

Induction Booklet

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1: Welcome to the Department

Welcome to the Nuffield Department of Clinical Medicine (NDM). We hope you enjoy your new role, and working for the Department. This booklet is designed to give you an introduction to the University and your Department. You may find it useful as a reference guide in the early days of your new role.



2: Welcome to Oxford

Living and working in Oxford

Welcome to the University of Oxford. We hope you enjoy your time here with the University. It is a thriving community, which offers a great deal for staff and students alike. The main University website provides detailed information about living and working in Oxford, the history and structure of the University:

<http://www.ox.ac.uk/staff/working-at-oxford>



You may also find it beneficial to visit the site for visiting the University, as it provides information about exploring Oxford and the University, with links to tourist sites and brochures:

http://www.ox.ac.uk/visitors_friends/visiting_the_university/index.html

Induction

The University runs an on-line Induction course for new staff, which you may find useful. This course is part of your induction programme. There is no need to book a place on this course, simply register using the following website link and click 'courses' and select 'Induction for new staff' (you will need your single sign on details): <https://www.learning.ox.ac.uk/>

Induction courses and events

Please see <http://www.admin.ox.ac.uk/personnel/recruit/induction/> for a list of courses you may wish to consider, some of which are detailed below:

- On-line induction programme (all staff) which can be accessed via [OLI](#)
- [Introduction to University Library Services](#) (all staff)
- [AAD induction](#) (all staff)
- [Introduction to Academic Practice at Oxford](#) (academic staff)
- [Introduction to finance](#) (staff with financial responsibilities)
- [Welcome event for research staff](#)

3: The University

The University

Oxford is the oldest university in the English-speaking world, and a leader in learning, teaching and research. We have been ranked number one in the world for medicine for two years running by the Times Higher Education Supplement (2011-12 and 2012-13). Oxford is also ranked in the top ten globally in life sciences, physical sciences, social sciences and the arts and humanities. Students from more than 140 countries and territories make up a student population of over 21,000. The University, including the 38 colleges and Oxford University Press, is the largest employer in Oxford with over 10,000 staff members.



Medical Sciences Division (MSD)

One of 4 divisions of the University

The MSD is the largest of the 4 academic divisions of the University and is an internationally recognised centre of excellence for biomedical and clinical research and teaching. The Division comprises over 5500 academics, researchers, NHS clinicians and GPs and administrative staff as well as 1400 graduate students and 1600 undergraduates.



The Nuffield Department of Clinical Medicine (NDM)

One of 26 departments of the MSD

NDM is a large multi-disciplinary department that links high quality clinical research with medical application. The underpinning motivation behind all research carried out by NDM has been, and continues to be, the pursuit of academic excellence and the positive impact of our research on the health and wellbeing of the global community. NDM currently employs around 1000 scientific research staff within the UK, and a further 1,500 staff overseas. Our researchers also contribute to the teaching of 450 medical students within Oxford University's Clinical School. The Department is structured around several substantially autonomous sub-divisions, in Oxford and abroad. These clinical medicine Institutes, Centres and Units are supported by a central administrative team, NDM Strategic.



Your Unit, Research Centre or Unit

You will be based within one of the Units, Research Centres or Units of NDM, and they will be able to provide you with additional local information relevant to your role.

4: Background to NDM

The Nuffield Department of Medicine (NDM) is a large multi-disciplinary department that links high quality clinical research with medical application. The underpinning motivation behind all research carried out by NDM is the pursuit of academic excellence and the positive impact of research on the health and wellbeing of the global community. The Nuffield Department of Medicine is committed to fostering research that moves beyond academia, from bench to bedside.

[The Management Committee](#) is responsible for the overall direction and strategy for NDM, and is led by Professor Christopher Conlon MA MD FRCP FRCPI as interim Head of Department. Professor Conlon is a Fellow and Tutor in Clinical Medicine at Oriel. He is also a Consultant in Infectious Diseases and Medicine at the Oxford Radcliffe Hospitals and Clinical Director of the Infectious Diseases Unit. Professor Conlon's special interests are in HIV infection, tropical and travel medicine and in the use of intravenous antibiotics outside of hospital.

Research Platforms

NDM maintains research platforms across a number of disciplines including: cellular and molecular physiology, structural biology, structural genomics, human genomics, cancer research, experimental medicine, vaccine development, clinical biomanufacturing, epidemiology, clinical trials, and tropical medicine and global health. Over the past 20 years research from the Department has led to changes in world health policy and clinical practice guidelines on a national and global scale. NDM has also undertaken research, which has led to lasting clinical and medical impacts, such as the development of new vaccines, drugs and clinical technology for the diagnosis, treatment, and control of disease and medical disorders.

Overseas Research Programmes

Allied to UK based research in tropical medicine and global health, the Department operates major research programmes overseas, with research units in Thailand, Laos, Vietnam and Kenya supporting activities at numerous sites in South East Asia and Sub-Saharan Africa. NDM also operate extensive epidemiological and clinical trials networks throughout China, India and South America.



Clinical Care in the Nuffield Department of Clinical Medicine



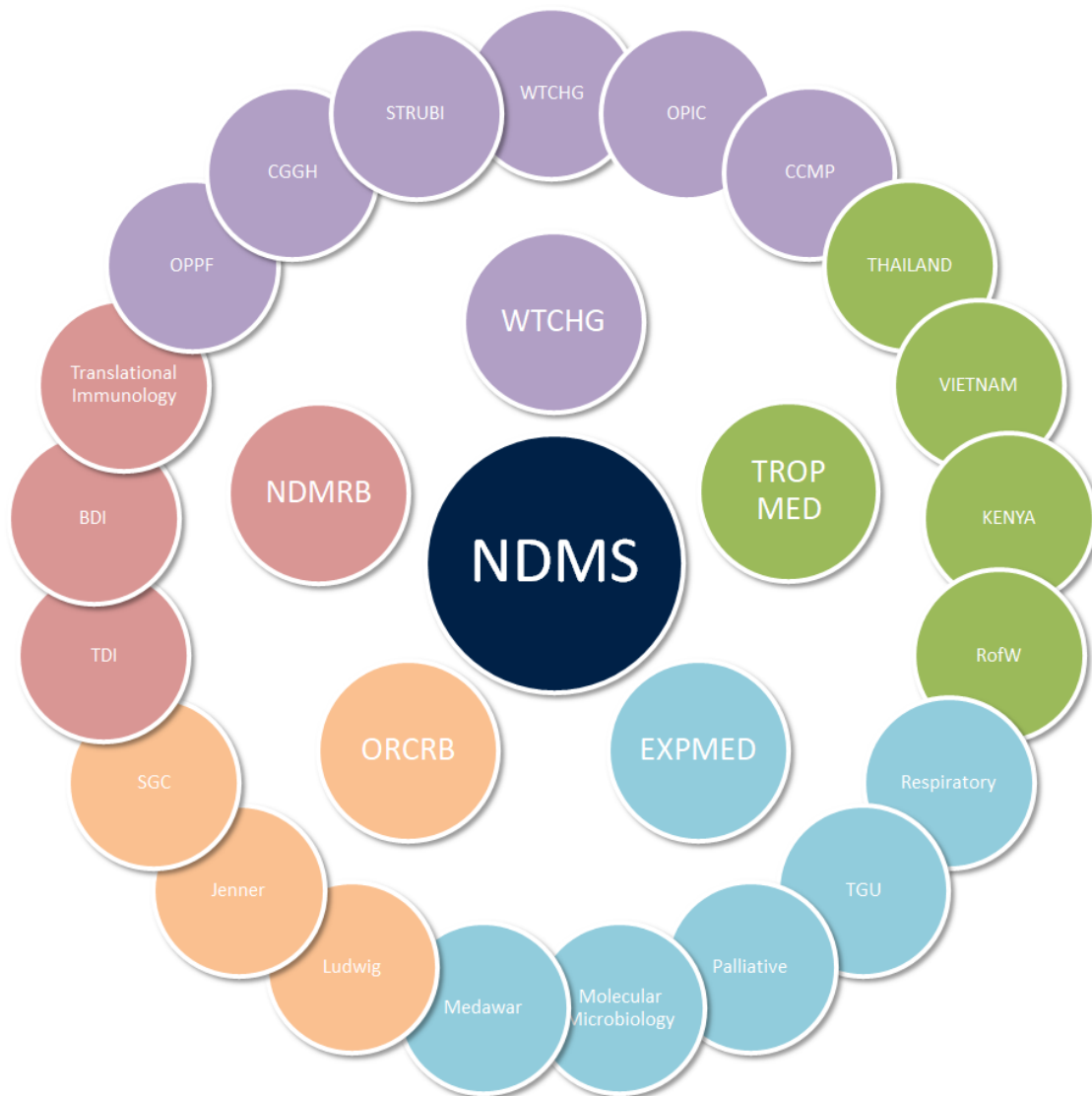
In partnership with the Oxford University Hospital NHS Trust (<http://www.ouh.nhs.uk/>), NDM is committed to maintaining the highest standards of clinical care. Several senior staff within NDM contribute to the on-call rota for Oxford's Acute General Medicine service, whilst

many other staff are active in speciality medicine. In partnership with the University, the ORHT was selected in 2006 to host one of the NIHR's five comprehensive [Biomedical Research Centres](http://oxfordbrc.nihr.ac.uk/) (<http://oxfordbrc.nihr.ac.uk/>) with a budget in excess of £11M per annum. Several NDM staff are theme leaders within the O2 partnership BMRC.

5: Structure of NDM

Sub-divisions of NDM

NDM is based across multiple local sites, including the John Radcliffe and Churchill Hospitals, and the University of Oxford's Old Road Campus – one of the largest centres for biomedical research in Europe. The Department is structured around several substantially autonomous sub-divisions, in Oxford and abroad, each with a Lead Administrator or Business Manager. These clinical medicine Institutes, Centres and Units are supported by a central administrative team, NDM Strategic. You will be employed within one of the Institutes, Centres or Units of NDM.



Lead Administrators/Business Managers

Lead Administrator	Email	Institutes, Centres & Units
Jo Hovard	jo.hovard@ndm.ox.ac.uk	<ul style="list-style-type: none"> • Experimental Medicine Division (EXPMED)
Peter Bond	peter.bond@well.ox.ac.uk	<ul style="list-style-type: none"> • Wellcome Centre for Human Genetics (WHG) • Division of Structural Biology (STRUBI), which includes Oxford Particle Imaging Centre (OPIC) and Oxford Protein Production Facility (OPPF) • Centre for Cellular and Molecular Physiology (CCMP) including Oxford Stone Group.
Ed Gibbs	edward.gibbs@ndm.ox.ac.uk	<ul style="list-style-type: none"> • Tropical Medicine and Global Health (TROPMED)
Gary Strickland Gem Brown David Bartle	Gary.strickland@ndm.ox.ac.uk gem.brown@sgc.ox.ac.uk david.bartle@ludwig.ox.ac.uk	<ul style="list-style-type: none"> • Structural Genomics Consortium (SGC) • The Jenner Institute (JENNER), which includes Clinical Biomanufacturing Facility (CBF) • Ludwig Institute for Cancer Research Oxford Branch (LICR)
Verity Nevin (Janine Crispin Mat Leave)	verity.nevin@ndm.ox.ac.uk janine.crispin@ndm.ox.ac.uk	<ul style="list-style-type: none"> • NDMRB (includes TDI & BDI)

6: Offices of the Nuffield Professor of Medicine

The Nuffield Professor has a small team of specialist staff dedicated to specific functional areas, known as NDM Strategic. These staff are led by Darren Nash, Associate Head of Department (Academic Support and Finance). The primary aim of these posts is to assist Head of Units, senior academics and local administrators with work related to large and complex projects, strategic initiatives, or backfilling senior administrative posts as required.

These posts also provide a buffer to strategic and operational changes generated from outside the Department, ranging from the implementation of new finance systems, to external funder related negotiations and horizon scanning for risks and opportunities related to their specialist areas. These posts underpin the primary administration provided directly within the six main geographic based administration centres of the Department.

For a listing of NDMS staff and contact details please see:

<http://www.ndm.ox.ac.uk/ndm-strategic>

7: Working for NDM

NDM's main website pages host a wide range of information across a variety of subject areas, which you may find helpful not only during your first few months in post but also as a reference guide throughout your time here:

- **About NDM** – latest news, research buildings, Institutes, Centres and Units, podcasts for students and staff, NDMS (operations, accountancy, compliance, business planning, capital projects, governance, Human Resources, public engagement, contact details), and working for the department.
 - **Research pages** – research areas within NDM, technology exchange, meet our PIs by viewing their profiles or their podcasts, and research facilitation pages including funding opportunities, deadlines, facilities and services.
 - **Graduate Studies** – student profiles, information for students and supervisors, doctoral projects, and internship opportunities.
 - **Clinical Care** – meet our consultants and find out about their areas of specialism through their podcasts or use our reference listing for consultants and PIs, schedules for the Medical Grand Rounds and archive, SMT, appraisal and revalidation, and useful NHS links.
 - **Seminars** – annual schedule of events and seminars across NDM and University events.
 - **International activity** – projects and news, PI's involved in international research, collaborations and ventures, china and tropical medicine.
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- The main website for NDM can be found at: <http://www.ndm.ox.ac.uk/home>.
 - NDM's Podcast Directory - <http://www.ndm.ox.ac.uk/podcast-directory>
 - For information and guidance through all stages of your employment lifecycle please see the Working for NDM pages - <https://www.ndm.ox.ac.uk/working-for-ndm/>

8: Athena SWAN

The Nuffield Department of Clinical Medicine is committed to the success of its staff and students, and strives to create an environment in which they can fully engage, develop and flourish.



What is Athena SWAN?



ECU's [Athena SWAN Charter](#) was established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research.

In May 2015 the charter was expanded to recognise work undertaken in arts, humanities, social sciences, business and law (AHSSBL), and in professional and support roles, and for trans staff and students. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women.

Why is it important?

The Athena SWAN application process enables departments to reflect on, and celebrate, current organisational and cultural practices that promote gender equality. Athena SWAN also offers a valuable framework for introducing cultural changes that create a better working environment for both men and women. Athena Swan accreditation at Silver award level will be necessary when making funding applications to the NIHR, and it is expected other funding bodies will follow suit.



NDM, holder of the Silver Award

We are very proud to hold the Silver Athena SWAN. The award was formally presented to the Department by Professor Dame Julia Higgins at Queen Mary Undercroft, Old Royal Naval College, Greenwich on the 15th June 2015. We feel this demonstrates a lot of hard work for all those who have been involved and our commitment as a department to the continuous improvement and the success of our staff and students.

What it means to you

We are continuously seeking to improve our culture, policies and practices and ensure equality in our day-to-day activities. We are currently working from our Silver Athena SWAN Award Action Plan to implement initiatives to enhance the department for all. To view information about initiatives and policies where Athena SWAN principles have been embedded in the day-to-day operations of the Department, please see the [Working for NDM](#) pages. From there you can access a wide breadth of pages with details on topics such as flexible working, parents and carers policies, women in science and career profile podcasts, mentoring, careers sessions and resources, training and development.

What next?

The Athena SWAN awards are granted for 4 years, and so applications are submitted on a rolling 4 year basis. New action plans are developed based on the areas we identify through the application process, and work commences on the action plan as the new review period starts. We are currently working to ensure our current Silver Award Level action plan targets are met and we sustain our progress.

Finding out more and getting involved

You can learn more about [Athena SWAN](#) and read our Bronze and Silver application submission on the [NDM's Silver Award](#) webpage.

You can contribute ideas and feedback in a number of ways, including by contacting your Athena SWAN Self-Assessment Team (SAT), joining a Working Group, attending focus groups, completing surveys or by simply emailing the Athena SWAN Coordinator (athena.swan@ndm.ox.ac.uk).

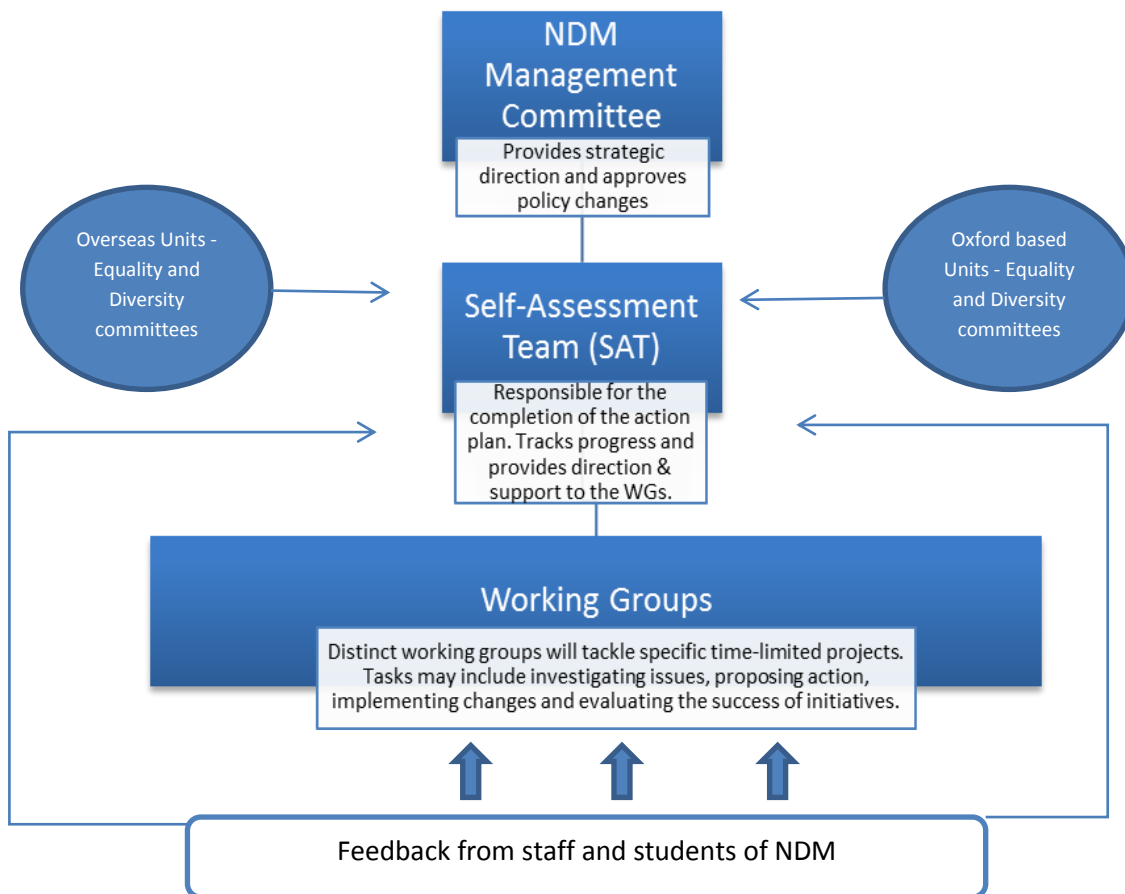
Your Self-Assessment Team (SAT)

During 2010 we established 5 Athena SWAN Self-Assessment (ASSA) teams, one in each of the main administrative units within the department. On the basis of a consultation in 2015, the groups have been merged into one centralised team during 2018. To find out more about the restructure, or the projects currently underway, please see our [SAT and Working Group](#) webpages.

To ensure a broad range of experiences and knowledge are drawn upon, NDM's Athena SWAN Self-Assessment Team (SAT) is gender balanced, has representatives from each of the 5 key administrative Units of NDM, students and a range of staff types and career levels. The SAT's primary purpose is to aid the Athena SWAN initiative by contributing to the action plan process and ensuring its

implementation. The Working Groups who are focusing on specific time-limited projects report to the SAT, making recommendations and proposing action. The SAT meet termly, and report to the Senior Management Committee within NDM, who provide strategic direction.

[NDM Working Group and SAT Policy \(March 2018\)](#)



Networks

Oxford Women’s Network (<http://www.admin.ox.ac.uk/eop/gender/own/>): OWN is designed to provide a network, services, information and a discussion forum for issues affecting women in the University. To be added to the mailing list, send an email to: gender.equality@admin.ox.ac.uk.

OxFEST (<http://ox-fest.org/>): A support network, information and resource provider, for women in Engineering, Science and Technology. It provides a forum to discuss careers, and difficulties encountered, as well as a mentoring scheme.

9: Getting Started: Working in the UK

These pages are designed to provide you with information needed before you start in post or in your first few weeks, to get you up and running at the University. For additional information about relocating to Oxford and getting settled in please see: [http://www.ox.ac.uk/staff/working-at-oxford/new to the university/before you start](http://www.ox.ac.uk/staff/working-at-oxford/new%20to%20the%20university/before%20you%20start)

International Staff

The University has a website for staff who are coming to work at the University from overseas '[International Staff](#)', which we would recommend you view as soon as possible if you are moving to the UK for the first time. In addition, you may find it useful to view <http://www.britishcouncil.org>, which is a site aimed at international staff moving to UK Universities which hosts general practical information about moving to, and life in, the UK - for example:

- Accommodation
- Transport
- Childcare and schooling
- Bank accounts
- Registering with a doctor and Healthcare
- Council tax, Income tax and National Insurance
- Partners and families and Religion in the UK



It also provides information, aimed at an international audience, explaining the UK's higher education and research environments.

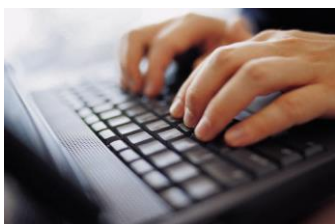
Accommodation

The University has an accommodation office which provides details on private houses, should this be of interest to you: www.admin.ox.ac.uk/accommodation. Local bed and breakfasts, self-catering options and hotels can be found using the official tourist site for Oxford: <http://www.visitoxfordandoxfordshire.com/>. The Department also has close links with the Oxford Hospital Trusts and it may be possible to find hospital accommodation via one of the following numbers:
Rooms at Arthur Sanctuary House: Tel 01865 221959
Ivy Lane Flats and the Churchill Hospital – Tel 01865 225010

Banking

If you have just moved to the UK and need help opening a bank account, please contact your HR team. The University has an arrangement with Barclays Bank at Wellington Square which can make opening an account easier.

Computing



Your local HR team will be able to advise you how to set up your e-mail and IT accounts. They will also be able to advise you of who to contact should you have any difficulties.

National Insurance number

You need to apply for a National Insurance number if you do not have one. More information about National Insurance can be found on <http://www.hmrc.gov.uk/ni/index.htm>.

Pay

Payday is usually the penultimate working day of each month. However, to see a listing of dates for each month please see the payroll website: <http://www.admin.ox.ac.uk/finance/processes/payroll/paydates/>. Usually, if you start before the 8th of the month, salaries will be able to process your details and you will be paid directly into your bank account at the end of your first month. If you start after the payroll deadline for the month, you can request to receive an interim cheque a few days after the end of your first month, after this your salary will be paid as normal into your bank account.

Pensions

The pensions website provides details on the pension schemes available through the University of Oxford: <http://www.admin.ox.ac.uk/finance/pensions/>. If you have any queries relating to your pension please contact them on Tel no:01865 616133.

- **USS**

If you are on an academic or academic-related pay scale (generally grade 6 or above), you are automatically a member of USS (Universities Superannuation Scheme).

- **OSPS**

If you are on a pay scale other than academic or academic-related (e.g. clerical and library; ancillary, parks and gardens;) you are automatically a member of OSPS (University of Oxford Staff Pension Scheme).

- **NHSPS**

If you work in the medical school and were employed by the NHS immediately prior to your engagement by the University, you are a member of NHSPS (National Health Service Pension Scheme), unless you have elected to join another scheme instead.

- **NEST**

National Employment Savings Trust (NEST) is a national scheme, offered by the University to non-employees who have a contract personally to work for or provide services to the University and who are not undertaking the work as part of their own business.

Tax

Queries relating to tax should be directed to the Tax Office, HMRC South Wales Area, Ty Glas, Llanishen, Cardiff, CF14 5YF, Telephone;0845 3000627. You will need to provide the University PAYE reference, which is 075/Z1035 for the main payroll.

10: Leave

Annual Leave

Your annual leave entitlement will be stipulated in your Contract of Employment. Part time staff will receive a pro rata amount of annual leave, and your entitlement will be calculated by your HR staff. They will also advise you of the dates for your leave year. Additional leave is granted for long service, which is summarised in the table below. The HR staff within your unit will provide you with an annual leave record, and advise you of your local procedures for booking leave. You should give as much notice as possible, preferably two weeks in advance, to your line manager for leave you wish to take. All annual leave must be approved in advance.

Long Service Entitlements

Years of continuous service		
More than (yrs)	Less than (yrs)	Days leave *
5	7	1
7	10	2
10	15	3
15	20	4
20	-	5

Sickness Leave

You should advise your unit as soon as possible on the first day of absence that you are unable to come to work due to ill health. For any sickness absence, even half days, you will need to complete a sickness form and return it to your HR staff. During your induction, your HR staff will be able to advise you of the procedure to follow within your own unit, and who you need to report in to in the case of sickness leave being required. You will need to provide a self-certification form to your local HR staff for absences between 4 and 7 days, which can be completed on your return to work. For sickness leave over 7 working days, a medical certificate (Doctor's Note) must be provided. You must ensure that, should a Doctor's Note be required, it covers the full length of the absence. Your HR staff will be able to advise you when you are due to go on to half pay or zero pay, which will depend on your length of service. In some cases, your line manager or HR staff may involve Occupational Health if they feel that this assessment and support would be beneficial.

Doctors, Dentists and medical appointments

If it is necessary for you to arrange to visit, during the normal working day, a doctor, dentist or a hospital to receive treatment or screening, attempts should be made to arrange the visit in such a way as to disrupt the work of the department as little as possible. Please contact your line manager as soon as possible should such a need arise.



Jury Service

If you receive a summons to serve on a jury you should contact your HR staff and line manager as soon as possible. Leave to attend for jury service is normally given with full pay, in which case no claim for loss of earnings should be made to the Crown.

Time off for other reasons

(such as bereavement, caring for those who are sick or dealing with a domestic emergency).

Should you require time of work to deal with an emergency, such as sickness of a dependent, then please contact your line manager or HR staff as soon as possible on the first day that time off is required. Your HR staff will be able to advise you of the reporting procedure to follow within your Unit during your induction. Absence will usually be paid in the first instance to allow you to make the necessary arrangements for continued care or attention. It may be possible to grant additional leave should it be required, using annual leave. Please see the Personnel Services website for more detail: <http://www.admin.ox.ac.uk/personnel/during/leave/other/>.

Additional guidance on time off for dependents can be found on the Personnel Services website: <http://www.admin.ox.ac.uk/personnel/during/leave/time/>

Severe weather guidance

In exceptional circumstances your Unit may feel it is necessary to close in response to severe weather. In these circumstances you will be sent home early or advised not to attend on safety grounds, and you will be paid as usual. However, should your unit remain open you are expected to make every reasonable effort to attend for work as usual. If you are unable to travel to work, please contact your line manager as soon as possible to discuss your options. With line manager approval, and subject to operational needs, it may be possible for you to work from home. Alternatively you may be able to make up your time, take a day's annual leave or take an authorised day's unpaid leave. For more detailed guidance please see: <http://www.admin.ox.ac.uk/personnel/cops/severeweather/>

11. Health and Wellbeing

Work / Life Balance

The Nuffield Department of Clinical Medicine recognises the demands of a work life balance, and would encourage you to make use of the range of University services and facilities on offer to help you to achieve this balance.

Living in Oxford



The University offers a vast array of clubs, societies, events and sports, which can be viewed at <http://www.ox.ac.uk/staff/working-at-oxford/new-to-the-university/living-oxford>. The benefits handbook also provides additional information on places to visit in Oxford, such as museums, gardens and restaurants.

Part time and flexible working, family leave and teleworking

The Department is actively promoting a family friendly environment, and encourages a good work/life balance whether you have family responsibilities or not. As part of this inclusive approach the Department offers part time/flexible working and teleworking policies, as well as University policies on family leave (maternity, paternity, adoption and parental leave). For more detail please see the Family Friendly Policies section of this booklet.

Occupational Health and Staff Counselling

The Occupational Health Service (OHS) provides a wide range of services to all employees, including Staff Counselling and a Travel Clinic. Their goal is the prevention of work-related ill-health and the support of those at work with health problems or disabilities. Should you have any concerns relating to your health or wellbeing, we would recommend that you approach your HR staff or line manager in the first instance. We will then be able to work closely with the OHS where appropriate to ensure all necessary support is in place.

The Travel Clinic provides travel advice, immunisations, and antimalarial prophylaxis to staff travelling on University business. This may include undertaking research abroad or attending conferences. It is essential to make an appointment well in advance of your travel (ideally at least 6 weeks), as immediate appointments cannot be guaranteed and immunisation courses may take some time to complete.

Additional information can be found on the OHS website:

- The Travel Clinic - <http://www.admin.ox.ac.uk/uohs/travelhealth/>
- The Occupational Health Service - <http://www.admin.ox.ac.uk/uohs/>

Reducing Stress

The Department seeks to maintain a positive and supportive working environment for all staff. The policy on the prevention and management of work-related stress (available at <http://www.admin.ox.ac.uk/personnel/during/stress/policy/>), seeks to establish standards, provide guidance and information on sources of support. We would encourage you to talk to your line manager as soon as you have any concerns. Additional information and sources of support, including how to identify the signs of stress, how to reduce stress, information and podcasts, guidance and policy, can be found at <http://www.admin.ox.ac.uk/personnel/during/stress/annexd/>.

The University also offers a web-based employee support programme, which provides information about stress as well as some self-learning tools. All usage is completely anonymous and staff may access the system at any time, and from any location and any computer. The Stress Manager web programme can be accessed via the web address <https://www.stressmanagerplus.com/landing/oxford.php>.

Workload Management

The Department recognises the importance of managing workloads so that they are achievable. We would encourage clear and open communication with your line manager through informal means, or through your Personal Development Review, in the discussion of your workload.

The Managing Yourself Programme offered by the Learning Institute is designed to provide a course in core skills, which includes components focusing on time and workload management. Please see their website for additional details: <http://www.learning.ox.ac.uk/support/my/>

12. Learning and Development

Local Events



Your Institute, Centre or Unit will hold seminars, lectures, networking events and social gatherings on a frequent basis. When you start in post you should receive e-mail updates and have access to departmental posters, but for more information on scheduled events within your group, please refer to your Institute, Centre or Unit's website pages.

Training and Development

NDM is committed to your professional development. A wide range of programmes, resources and courses are available to staff members of the University. Information on training and development opportunities as well as details on training providers across the University are available through the Staff Gateway (http://www.ox.ac.uk/staff/working_at_oxford/training_development/index.html) training and development pages, as well as through the Oxford Learning Institute (<http://www.learning.ox.ac.uk/>).

We have worked with OLI and the Careers Service to provide some bespoke courses for NDM, following feedback and suggestions from staff and students in our surveys, and in order to improve ease of access for NDM members. For a list of courses and to book please see: <https://www.ndm.ox.ac.uk/working-for-ndm/2018-programme-of-training-courses/>.

Probation mid and end point reviews

You will have a [probation](#) period stipulated within your Contract of Employment. You will be invited to attend a mid and end point probation review. This review is to assess how well you have settled in to the Department, identify any additional training required, identify the progress you have made and set key targets for the period to follow. In exceptional circumstances, when a considered review has not been possible within the time frame allowed or if your line manager is concerned that you may not have had sufficient opportunity to demonstrate your progress during this time, a probation period may be extended. On completion of your probation period your notice period will be extended as detailed within your Contract of Employment.

As part of your probationary period, you will be required to complete the on-line Induction Course, the on-line Equality and Diversity Course and the on-line Challenging Behaviour course. All 3 courses can be done at your own pace, and registration is on-line through the Oxford Learning Institute <http://www.learning.ox.ac.uk/>. It is recommended that you complete the courses within the first few weeks of your new role. You will also need to complete the Unconscious Bias training, which is explained further on in this booklet.

Personal Development Review (PDR)

You will continue to have reviews throughout your post, usually on an annual basis. The [PDR](#) is a process of self-reflection and assessment, which results in the identification of training and development needs as well as the setting of agreed objectives for the period to follow. The Department's PDR schemes are underpinned by a set of principles agreed by the Personnel Committee, and supported by the Learning Institute. Additional information can be obtained on the Personnel Services website: <http://www.admin.ox.ac.uk/personnel/during/trainingandpdr/>

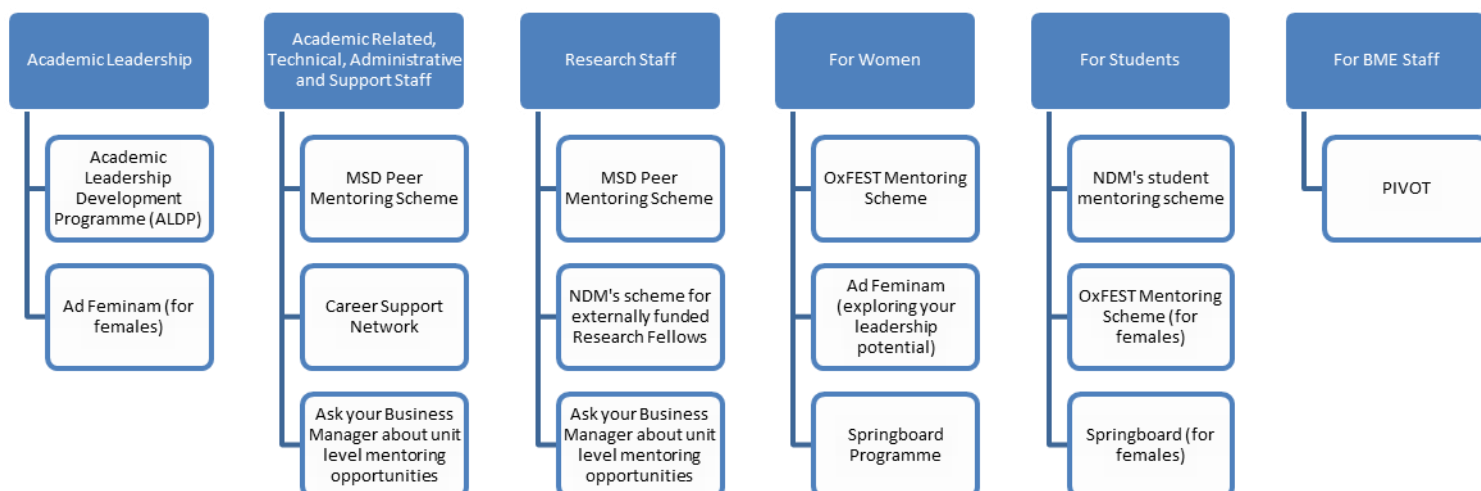
The Oxford Learning Institute provides an on-line course for those new to PDR's. It is primarily designed to assist reviewers, but may also be of benefit to those whose PDR is scheduled. Additional details can be found in the course listing at: <http://www.learning.ox.ac.uk>

Clinicians will need to refer to the Clinical Care website (<http://www.ndm.ox.ac.uk/smt-appraisal-and-revalidation>), for details on statutory and mandatory training, appraisal and revalidation.

Mentoring

Mentoring can be a hugely effective tool in the support of your development, and in helping you to reach your potential. Mentoring is designed to provide you with the space to reflect on practice, assist you with problem solving and enhance your understanding. It can provide a forum to discuss your career aspirations and help you to map out a career pathway. For any staff group, within your work team or unit there may be an opportunity to join a mentoring scheme.

There are a number of mentoring schemes, or programmes that contain a mentoring component, which are available to staff and students within NDM. Find the links on our NDM website page, with more information on each of the schemes to help you choose the right one for you: <https://www.ndm.ox.ac.uk/working-for-ndm/mentoring/>



Career Mapping

The PDR is a tool by which you can facilitate career development discussions. We would encourage you to talk with your line manager or HR staff who may be able to help you reflect and consider your career options, offer support and provide assistance in your career mapping. You may also wish to visit the Careers Service who offer a wide range of support and guidance: <http://www.careers.ox.ac.uk/>.

Unconscious Bias



What is unconscious bias?

When making decisions we are likely to think that we have assessed the pros and cons, considered alternatives, and weighed the possible outcomes before making that decision. However, there is now a growing body of research that is demonstrating that unconscious or hidden beliefs underlie a great deal of our patterns of behaviour about diversity and our instinctive decisions about other people.

Demonstrating unconscious bias

Although we all have biases, they do not necessarily result in discrimination. However, if we are not aware of them and taking steps to keep them consciously under control, they will affect our thinking and decisions, particularly those taken under pressure.



Mitigating unconscious bias

Research suggests that, despite the complex nature of the problem, mitigating the impact of unconscious bias is a relatively simple matter of raising awareness and developing a more mindful approach at key decision-making times.

Unconscious Bias Training

NDM offer Unconscious Bias Training, which is mandatory for all NDM Staff, regardless of staff category or seniority. The course seeks to offer an opportunity to understand the impact of unconscious bias on behaviour and decision-making. The on-line course and face-to-face training session will enable you to learn techniques for minimising the destructive impact of stereotype and unconscious bias.

Your Unit HR team will arrange a local training session for you.

For OLI training, please go to the OLI website and select the course from their course list: <https://www.learning.ox.ac.uk/courses/> (you will need your single sign on details)

13. Family Friendly Policies

The Nuffield Department of Medicine is actively promoting the provision of a [family friendly working environment](#). The University of Oxford recognises the demands on work life balance and offers a range of family friendly policies and practices, for example:



- Family leave, including maternity, paternity, parental, carers and adoption leave.
- Flexible / part time working and teleworking
- Guidance on scheduling inclusive meetings

Flexible Working and Part-time Workers

Should you wish to consider part time working or flexible working we would encourage you to raise this with your line manager or HR staff. There is a flexible working application form, which can be downloaded with additional guidance from the Personnel Services website. This form can be used to either request to go part time or work your current contractual hours on a flexible basis. Requests of this sort are given careful consideration by the Department.

Part-time workers receive the same access to benefits and entitlements as full-time workers, such as access to training and promotion and receive a pro rata entitlement to leave including bank holidays.

More information can be found on the Part-time workers pages of the University website: http://www.admin.ox.ac.uk/personnel/during/hours/ptw_regs/. Additional guidance on the flexible working application process, as well the downloadable Flexible Working Application Form can be found on this website.

Teleworking

The Department recognizes that teleworking can be a mutually beneficial arrangement. Teleworking may be undertaken by any member of staff with the agreement of the department. Teleworking is voluntary and reversible at the department's or employee's request; it may be set up on a temporary or ongoing basis.

More information can be found on the Working from home page of the University website, at <http://www.admin.ox.ac.uk/personnel/during/flexible/homeworking/>.

Parents and Carers Gateway

The intention of this departmental [Parents and Carers Gateway](#) website page is provide you with all the information and resources, in one place, which may be useful to you if you are considering starting a family, are expecting, are new parents or have children of any age or if you are a carer. There is so much useful information available within the University, but we realise that it can be difficult to filter through and find exactly what you are looking for. We are hoping that this new page will overcome some of this difficulty as it will act as a signpost page to help you locate the information you want more easily and quickly. This page also provides you with a link to [ParentsNet](#), a Medical Sciences Division wide forum for parents to share their experiences and find a place to exchange goods and ideas alike.

Maternity Leave



Full details on the maternity policy and guidance, including what to do before, during and after maternity leave can be found on the Personnel Services website at <http://www.admin.ox.ac.uk/personnel/during/family/maternity/>. It is important that you read these pages before you take maternity leave. The Maternity Leave Plan form can also be downloaded from this website, or obtained through your local HR staff.

To claim maternity leave and pay under the University maternity scheme, an employee should notify her department no later than the 15th week before the expected week of childbirth that she is pregnant, assuming all other qualifying conditions are met. However, we would encourage expectant mothers to advise their local health and safety officer as soon as they are happy to do so, as a risk assessment will need to be completed to ensure their protection, and that of their unborn baby.

Once you have advised your local HR staff of your pregnancy, they will arrange a meeting with you to discuss your plans and advise you of your entitlements, such as your right to paid time off to attend antenatal appointments, the periods of full pay, statutory pay and unpaid leave you may take, and your entitlement to paid KIT days during your maternity leave.

Paternity Leave

Full details on the paternity policy and guidance can be found on the Personnel Services website at <http://www.admin.ox.ac.uk/personnel/during/family/paternity/>. It is important that you read these pages if you wish to take paternity leave as it advises you of when to give notice to the Department and provides the details of your entitlements. The Paternity Leave Plan form can also be downloaded from this website, or obtained through your local HR staff. Once you have advised your local HR



staff of your wish to take paternity leave, they will arrange a meeting with you to discuss your plans and entitlements.

Shared Parental Leave

The Shared Parental Leave and Shared Parental Pay (ShPP) system enables eligible parents, if they so wish, to share a period of leave and pay in the 52 weeks immediately following the birth or adoption of their child. Parents can use it to spend more time with children and strike a better balance between their work and family commitments. Please read the [Shared Parental Leave](#) pages on the Personnel Services website for details of who qualifies, what the entitlements are, what your options are, and when to notify the department of your wish to take Shared Parental Leave.

Adoption Leave

Full details on the adoption leave policy and guidance, including what to do before, during and after adoption leave can be found on the Personnel Services website at <http://www.admin.ox.ac.uk/personnel/during/family/adoption/>. It is important that you read these pages as it sets out who qualifies, when to advise the department, and your entitlements. The Adoption Leave Plan form can also be downloaded from this website, or obtained through your local HR staff. Once you have advised your local HR staff of your wish to take adoption leave, they will arrange a meeting with you to discuss your plans and entitlements in detail.

Information for Carers

The University recognises that you may need to take occasional leave from work to fulfil caring responsibilities for dependants who are sick, or to deal with domestic emergencies. The University supports and encourages the use of flexible working practices, in order to enable employees to care for dependants and to strike a better balance between their work and family life. A flexible working arrangement can be any working pattern other than the normal working pattern in your department. Examples include part-time working, compressed hours, job sharing, or working from home. Full guidance and details on the appropriate policies can be found on the Equality and Diversity website at <http://www.admin.ox.ac.uk/eop/parentsandcarersinformation/informationforcarers/>

Childcare

The University offers a comprehensive range of childcare services at affordable prices and works closely with various professional bodies to continue to enhance its provision. More information about the University Nurseries, including waiting lists, arranging visits and application processes can be found at: <http://www.admin.ox.ac.uk/childcare/nurseryinformation/>

Childcare Services also provide information on the salary sacrifice



scheme, holiday playschemes, parenting organisations and the childcare voucher scheme. For more information please see their website: <http://www.admin.ox.ac.uk/childcare/>. The Childcare voucher scheme can be used for registered childcare facilities such as non-University nursery fees, before and after school clubs, holiday playschemes, childminders, nannies and crèche facilities. The University offers this scheme as an opportunity to save tax and national insurance on childcare costs.

ParentsNet

The Medical Sciences Division run a forum called [ParentsNet](#) that aims to put people within the Division in contact, and it gives parents the opportunity to share ideas and exchange goods. The administration and moderation of the forum is shared between the Department of Physiology, Anatomy and Genetics (DPAG) and the Divisional Athena SWAN team.

This forum is hosted on WebLearn and is subscription-based only. If you would like to sign up or would like any further information on the forum, please email: admin-pa@dpag.ox.ac.uk.

Equal career opportunities

As part of its Integrated Equality Policy, the University of Oxford aims to provide an inclusive environment which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected to assist them in reaching their full potential. The University will work to remove any barriers which might deter people of the highest potential and ability from applying to Oxford, either as staff or students.

14. Benefits and Staff Handbooks

Benefits Manual



The University offers a vast array of benefits, which are detailed on the Staff Benefits Pages (<http://www.admin.ox.ac.uk/personnel/staffinfo/benefits/>). These include membership of clubs, staff discounts, as well as the excellent facilities and services you have access to.

Staff Handbooks

Staff handbooks are available on the Personnel Services website, as follows:

Handbook for academic related staff at

http://www.admin.ox.ac.uk/personnel/staffinfo/handbook_acrel/

Handbook for support staff at

http://www.admin.ox.ac.uk/personnel/staffinfo/handbook_support/

15. Policies and Procedures

Copies of the University policies and procedures are available from the staff gateway pages, which you can refer to at any point during your employment. It is recommended that you read them prior to or as soon as possible following your start date: http://www.ox.ac.uk/staff/working_at_oxford/policies_procedures

For a listing, and the details, of the University's Statutes, Regulations, Policies and Codes of Practice please see: <http://www.admin.ox.ac.uk/iso/statutes/>

Bribery and Fraud

Bribery and fraud are criminal offences under UK law and under the criminal codes of many other countries. They are activities that divert money and resources towards the personal gain of a few, often to the cost and detriment of the many. Within the context of the University's undertakings, its use of public funds, and objectives for the advancement of learning for the wider benefit, such unethical activities clearly cannot be sanctioned or supported. In addition to ethical concerns, the incidence of bribery or fraud could have wide-reaching and practical implications that directly affect the primary work of departments and research groups.

There are [procedures for dealing with actual or suspected breach of the University Bribery & Fraud Policy](#). These provide for the reporting and investigation of suspected cases and should be used for any instance where bribery or fraud is reasonably suspected in relation to the activities of the University. Staff and students are encouraged to raise initial queries or requests for guidance on matters relating to bribery or fraud with departmental administrators in the first instance. If you have a query that cannot be dealt with by your departmental administrator, then contact the Council Secretariat Compliance Team by telephone or e-mail at:

- Telephone: (01865) (2)80179
- compliance@admin.ox.ac.uk

Public Interest Disclosure (Whistleblowing)

The Public Interest Disclosure Act 1998 provides employees with legal protection against being dismissed or penalised by their employers as a result of disclosing certain serious concerns. It also requires employees who wish to disclose such concerns and who wish to retain the protection offered by the Act to follow the relevant internal procedure provided by their employer in all but the most exceptional circumstances.

For full details please see [Public Interest Disclosure \(Whistleblowing\) Code of Practice](#).

Information Security

Information is critical to The University of Oxford operations and failure to protect information increases the risk of financial and reputational losses. The Nuffield Department of Clinical Medicine is committed to protecting information, in all its forms, from loss of confidentiality, integrity and availability. Users are required to complete information security awareness training and are responsible for making informed decisions to protect the information that they process. Wilful failure to comply with the policy and baseline will be treated extremely seriously by the University and may result in enforcement action on The Nuffield Department of Clinical Medicine and/or an individual.

For full details please see [University Information Security Policy and Implementation Guidance](#)

16. Useful websites

Bodleian Libraries - <http://www.bodleian.ox.ac.uk/>

Careers Service - <http://www.careers.ox.ac.uk/>

Childcare Services - <http://www.admin.ox.ac.uk/childcare/>

Equality and Diversity - <http://www.admin.ox.ac.uk/eop/>

Finance (including payroll and pensions) - <http://www.admin.ox.ac.uk/finance/>

IT Services - <http://www.it.ox.ac.uk/help/>

Maps and Directions - http://www.ox.ac.uk/visitors_friends/maps_and_directions/

Occupational Health – <http://www.admin.ox.ac.uk/uohs/>

Oxford Learning Institute: <http://www.learning.ox.ac.uk/>

Personnel Services – <http://www.admin.ox.ac.uk/personnel/>

- Grievance - <https://www.admin.ox.ac.uk/personnel/during/grievance/>
- Disciplinary - <http://www.admin.ox.ac.uk/personnel/during/disciplinary/>

Safety Office - <http://www.admin.ox.ac.uk/safety/>

Staff Gateway - <http://www.ox.ac.uk/staff/index.html>