Professional
Services Together
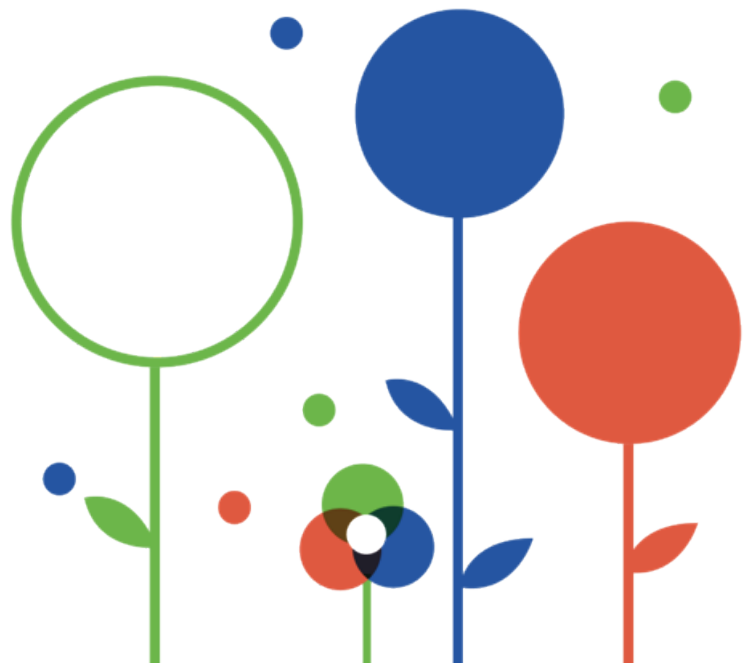
People &
Organisational
Development

POD & Professional Services Together

Professional Communities

Impact Report
01 July 2023

Rationale

While our organisational structure has contributed to our achievements by fostering agility and adaptability to the diverse needs of departments and cross-disciplinary collaborations, we can benefit from connecting our professional services staff across the University.

We value the feedback from our professional services staff, who have expressed that sharing ideas can sometimes feel challenging across the organisation. We recognise the importance of fostering stronger connections and promoting collaboration among our team members.

We are committed to creating an environment that encourages enhanced connection and collaboration. Professional communities have been prioritised as part of Professional Services Together. By fostering collaboration and knowledge sharing across departments and disciplines, we can transcend silos and promote a more integrated and cohesive working environment.

This interconnectedness will enable us to leverage collective expertise, tap into diverse perspectives, and drive innovation throughout the organisation. Professional communities bring numerous advantages to our professional services staff at the individual, team, and organisational level.

Organisation

Teams, departments & divisions

Individuals
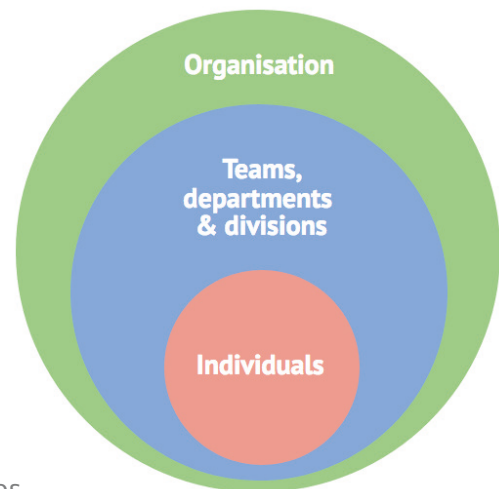
> It can be difficult to share ideas across departments.
>
> Sometimes, we reinvent wheels trying to solve issues that another department has already solved.
>
> And developing our careers across the University can feel confusing.

> I can find myself working in relative silo within my department; this can be a hard position in terms of resilience and ability to learn and share good practice.
>
> The biggest impact of the community has been in breaking down silos, which has enabled resource sharing and peer support for me.

The Programme

Professional communities are formed by staff who share a common expertise, profession, or field of interest. These specialised groups foster a collaborative environment where members can engage in knowledge sharing and develop innovative approaches to tackle shared challenges.

By bringing together professionals with similar backgrounds and interests, these communities create a platform for meaningful interactions and exchange of ideas. Members can leverage their collective knowledge and experience to explore new perspectives, gain insights, and stay updated on emerging trends and best practices within their respective fields.

Collaboration lies at the heart of these communities, as members work together to solve problems, share resources, and support each other's professional growth. Through active participation and engagement, individuals can tap into a vast network of professionals working in the same practice area cultivating valuable connections.

Furthermore, professional communities play a pivotal role in driving innovation. By encouraging cross-pollination of ideas and fostering a culture of experimentation, these communities facilitate the development of fresh approaches and solutions. Through open discussions, idea generation sessions, and collaborative projects, members can collectively contribute to advancing their profession and shaping the future of their field.

Communities may also actively support professional development by providing access to targeted resources, workshops, webinars, and training opportunities. This enables members to acquire new skills, refine existing ones, and expand their expertise. The support extends beyond skill-building, as members can also benefit from informal mentorship career guidance, and recognition/celebration of their achievements.

In summary, professional communities provide a platform for professionals to come together, collaborate, and collectively address common challenges. These communities serve as a valuable resource for knowledge sharing, professional development, and fostering innovation within their respective domains. By actively participating in these communities, individuals can enhance their skills, broaden their perspectives, and make a lasting impact in their professional journeys.
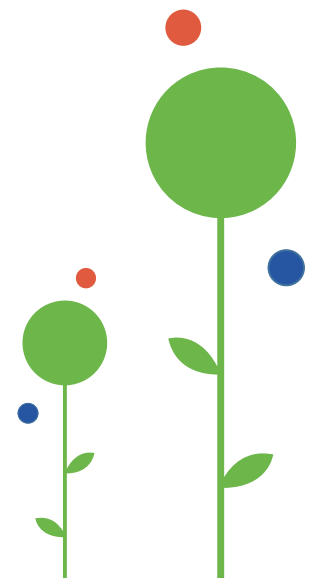
The Programme

POD and Professional Services Together support both emerging and existing professional communities via the following routes:

Bespoke Formation Support: Coaching & Formation Workshop Facilitation
(June 2022- July 2023)

Provisioning bespoke coaching for existing and emerging communities. Offering three designed and facilitated formation workshops for each emerging community.

Communities of Practice Information Session
(September 2022)

Delivery of information session on Communities of Practice available to all staff, including expert interviews from external consultants and internal community representatives.

Toolkit
(June 2023 -)

Provision of two online toolkits on Communities of Practice and Networks, including resources, templates and guidance for existing and emergent professional communities.

Professional Communities: Leaders Forum
(October 2023 -)

Termly forum for leaders of existing and emergent communities to learn new tools, exchange and grow together.

Formation Support Coaching
(June 2023 -)

Bespoke coaching session for emergent community leaders to receive tailored support and discuss tools and practices to grow thriving professional communities.
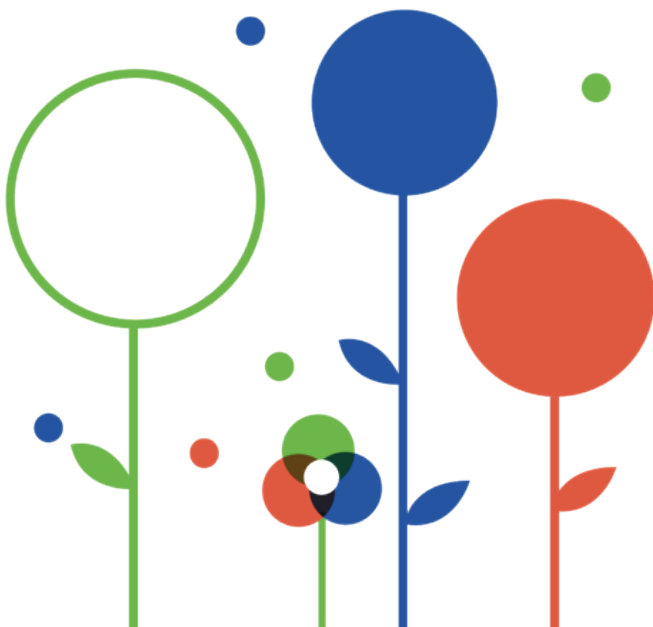
Impact

'In our 2023 impact survey, participants shared the following feedback with us:

Professional Community Feedback:

The Community of Practice has had a positive impact on:

84% agree — **Collaboration with others**

63% agree — My approach to work

63% agree — My motivation to work

Alignment with wider University:

Are the following PST priorities of Professional Servies Together reflected in your Community of Practice?
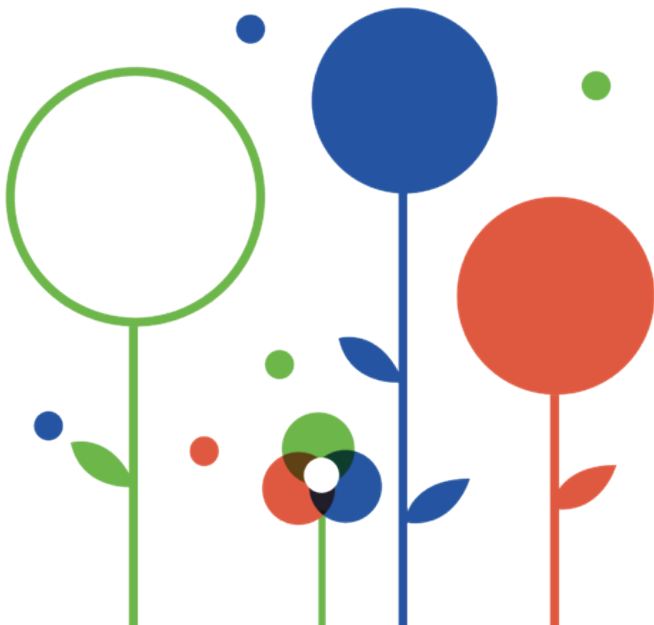
91% agree — **Being better connected with each other**

86% agree — Sharing ideas across divisions

77% agree — Finding solutions together

Impact

Reach of professional community engagement:

|	
Communities of Practice information article *(staff.admin.ox.ac.uk/article/expanding-communities-of-practice-at-oxford)*	Number of views (22 Aug - 10 July 2023): **697**
Professional communities webpage *(pod.admin.ox.ac.uk/communities-of-practice)*	Number of views (1 Jan - 6 July 2023): **225**
Communities of Practice information session	Tickets ordered: **91** Participants: **61**
Professional communities supported	Number of groups supported: **14** (HR, EDI, EDAD, RISN, CI, H&S, Recruiting, L&OD, Tech 1, Tech 2, Video, CCF, Comms, EAPA)
Formation workshops hosted	Number of workshops: **15-17**
Number of members reached	**1040**

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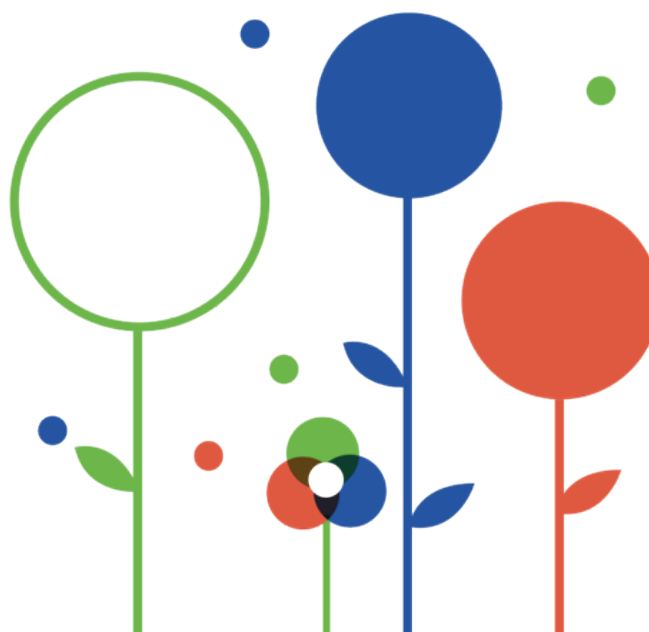
Formation workshop feedback:

Participants were overwhelmingly positive and saw immediate value in professional communities.

100% agree

- I would highly recommend the course
- The workshop enabled me to build a sense of community and spirit of collaboration
- The workshop provided me with an opportunity to input shape and contribute to the aspirations and direction of my community
- The course facilitator was able to engage participants in the workshop
- Communications with POD went smoothly (e.g. joining instructions and emails)
  - I feel more connected to members of my practice area 100% agree

Strongly agree	68.4%
Agree	31.6%
Neutral	0
Disagree	0
Strongly agree	0
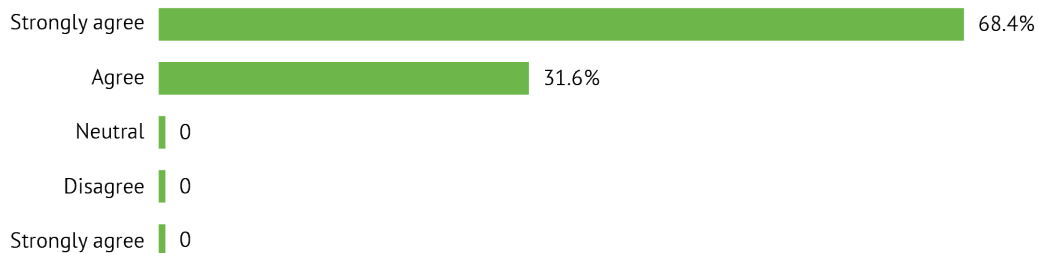
- I sense that CoPs can help break down silos across the University 100% agree (recommendation: show full results but leave out number of respondents)
- I would recommend CoPs to other colleagues 100% agree (recommendation: show full results but leave out number of respondents)

> " I most enjoyed the opportunity to connect with individuals across the University who work in similar areas and hear that I'm not alone in some of the obstacles and frustrations that I've come across!

> " I really enjoyed the energy and drive of the group and guidance from the facilitator.

> " Creating practical goals during the workshop was great. It was really helpful in creating a collaborative environment.

> " It is reassuring that we are all in the same place and that the sponsor is on side.

Professional Services Together

Voices from professional community members:

> The CoP has helped me learn different ways to go about my role. How to connect with more people, how to interact with people, how to encourage/influence people to join your network and what you can offer them in return for doing so.

> It is really gratifying to talk (face to face) with others who experience the same frustrations. We eat cake and drink coffee when we meet and our twice-monthly meet ups are something that I really, really look forward to. What I have learned from my peers has definitely helped me in my job, so it is time well-spent from that perspective, too.

> Seeing what resources are available, I'm new to the University so this has been invaluable in helping me to settle in.

> Development and training opportunities, as it has led to a change in my role (same job but a changing emphasis) which i am really enjoying.

> Sharing resources is important for my role - learning about funding opportunities I hadn't previously known about, or learning from others how they've built networks or run seminar series etc. Also, peer support, having an appropriate group to discuss ideas and problems with, and get help in overcoming them.

> '(I most enjoyed the)…. Peer support - a wealth of institutional knowledge is otherwise lost and untapped. I was able to access resources and brainstorm on project ideas. This was hugely beneficial not only because I am alone in supporting research at my home faculty but also in terms of interdisciplinarity.'

> There is so much of the same things going on across the University in silos, having this sharing of resources has really helped me do my day-to-day job. It saves so much time.

Impact

Achievements and outputs from supported professional communities:

Community Name	RISN - 'Research & Innovation Support Network'
Founding Year	2016
Descriptor	A professional services' community across the University of Oxford for colleagues who are in roles that involve the support and management of research and innovation.

The network promotes peer learning, sharing good practice, development of personal and practitioner networks, interdisciplinary activity and the continuous improvement of support to the University's research and innovation activities, including through the identification of new opportunities for practice or culture change.

Currently, there are five autonomous communities of practice (CoPs) each with at least two Leads/facilitators overseeing activities: Engagement and Impact; Facilitation and finance; Project and Programme Management; Research Culture; International Collaborations. |
| **Membership** | 712 |
| **Actions & Achievements** | Greatest achievement: The Vice-Chancellor's Professional Service Award on 21 March 2023 - RISN was celebrated as finalists in the 'Collaborating Across Oxford Award' category.
- 2021 – RISN conference – '2021 & Beyond' – two days of on-line talks;
- 2022 - RISN conference – Over Two days: Day 1 on-line; Day 2 In-person.

The pandemic saw RISN move effortlessly from in-person meetings once a term or more to meeting on-line via MS Teams channels. A rethink of how it could benefit members more effectively, saw RISN evolve to branch out to have five Communities of Practice, run by CoP Leads/facilitators. This model continues today with these autonomous CoPs running now a combination of on-line and hybrid meetings.

Members are able to post themselves information on events; publicise surveys, calls for members' input to shape strategies and/or take part in demos of commercial tools that are being considered centrally to be used; advertise calls for expression of interest for conferences/ festivals; share relevant Government announcements on the latest ministerial appointments in the HEI sector; relevant blogs, or reach out for advice and guidance from community members, all in a timely manner. Notice of events being held nationally even Internationally that are relevant to the research community, are also advertised to members. A RISN Jobs channel acts as another conduit for advertising appropriate University roles (permanent, temporary, secondment opportunities) to members, with timely prompts of closing dates.

A flavour of activities include:

Research Culture CoP
- (March 2023) in-person focussed on Equity and Inclusivity in Research Funding;
- (Dec 2022) online – Welcome to University Academic Lead for Research Practice, research culture in REF, including analysis of environment statements, update and brief of CV Project;
- (May 2022) hybrid – Research Culture Programme update: Research Practice Pillar update, REF and research culture: look at results, what is coming and what you can do; Divisional research culture updates from SSD, MPLS and MSD; Research culture activities of interest to/that can benefit from members' expertise, discussion around valuing contribution of RISN members to research at Oxford (Research Culture Programme pillar);
- (Feb 2022) Research Culture Programme, Concordat for Career Development of Researchers, Enhancing Research Culture Fund, outcome of funding round and next steps. |

Impact

Actions & Achievements	
	Engagement and Impact CoP • (June 2023) teams and in-person focussed on REF 2028, Community Engagement in Oxford and the HEBCI report; • (Dec 2022) podcasting, presentation on Business Development in the Social Sciences; presentation on Owning the workstreams arising from the IP and Commercialisation Review; • (Oct 2022) Wytham Woods presentation; Conferences and opportunities to share learning/co-ordinating attendance; VCI Awards, Industry news; • (May 2022) Festival of Social Science update, REF results and comms, Impact Capacity building; • (Nov 2021) REF 2021 Impact update; **Facilitation and Finance CoP** • (June 2023) joint session with Culture CoP - online focussed on Narrative CV workshop for research support staff; • (Sept 2022) Open Access including Funding policy overview, Sustainable OA funding, Sympletic Elements; • (Dec 2021) including hive-mind session;(June 2021) Welcome to research accounts colleague and their work; (April 2021) problem solving workshop; **Project and Programme Management CoP** • (June 2023) hybrid -Work of research accounts and how we can work together with as PMs, and plans for the new project actions toolkit; • (April 2023) in-person Managing Without Authority; • (November 2022) online - Understanding Intellectual Property (IP) at the University; (Feb 2022) in-person - Project Management Certification, including sharing overview of 2021 PM Certification Survey Results, sharing experience in PM Certification courses;

Impact

Community Name	Safety Network
Founding Year	1992
Descriptor	The Safety Network is an extensive community comprising professional safety advisers and other safety role-holders. Its purpose is to provide advice and support to all areas of the University. Network members also support the Safety Executive Group in identifying improvements to our safety culture and processes as part of the University's EveryDaySafe programme.
Membership	600

Actions & Achievements	• Safety Network members have been involved in discussions following Council's approval of the 2019 Health & Safety Review in 2019 to help determine the EveryDaySafe improvement programme.
	
	• The Safety Network supported the University response to COVID-19. This included developing, implementing and monitoring safe working practices in University buildings, as well as supporting those who worked remotely. Members also contributed to ensuring COVID-19 research could be conducted quickly in a safe and legally compliant way.
	
	• The development of a better fire risk assessment proforma to ensure all fire hazards and risks are identified. This is particular important following findings from the Grenfell Tower fire enquiry.
	
	• The Safety Network routinely comes together to support serious incidents. A noticeable one being the recent incident in the Science Area where a drainage cover was thrown into the air following an underground electrical cable failure. Members of the Network helped make safe the area, coordinate the investigation and determine a plan of works to replace the cable whilst retaining access to the buildings.
	
	• The Safety Network helped developed the branding of the EveryDaySafe campaign, which has been well received and is helping change the conversation around safety culture and management.
	
	• Some of the other projects Safety Network members are currently working on are:
	  • Developing the Safety Office Website to make it easier for people to find relevant information.
	  • Developing how we train people in safety to improve competence
	  • Looking at how we might improve our emergency response, specifically in relation to first aider, defibrillators, evacuation chair or trauma kit provision
	  • Reviewing the use of air filtration devices for possible poorly ventilated spaces
	  • Developing a combined Sustainability / Safety poster on laboratory procedures.
	  • Improving the display screen equipment safety policy arrangements, considering new ways of working.
	  • Improving the work-related transport safety policy arrangements.

Impact

Community Name	Oxford Communications Community
Founding Year	2009
Descriptor	The community is designed to build capacity and collaboration among Oxford's communications staff. Wherever you work in the collegiate University, and whether communications is your key function or only a small part of your role, you can join the Oxford Communications Community to make contact with colleagues working in communications and to share knowledge and ideas.
Membership	500
Actions & Achievements	• Comms hub of resources: almost 50 guides are available online for communicators to use, including guides for writing a communications strategic plan, events toolkits, image guidance and tips for writing a press release · Three CPD events a year, including topics such as GDPR, digital events, evaluating communications and research communications • Establishing a Teams channel that now has 500 members and sees daily activity among community members: seeking and providing guidance, collaborating on shared issues, recommendations for suppliers and more • Approximately 25 issues a year of the Communications Community Digest to all 500-600 members of the mailing list, sharing strategic communication campaigns, communications updates, training opportunities, job vacancies and CPD events • Evaluation activity in 2020 and 2022 (surveys and interviews) to build understanding of the community's needs and shape support accordingly. • Most of Oxford's academic divisions also manage their own networks: • Social Sciences Division Communications Officers Network: Teams group and mailing list with 104 members; meetings every two months. • MPLS Communications/PER Network: 36 on mailing list (combining both communications and Public Engagement with Research colleagues), meetings every two months. • MSD Communications Officers Network: 160 on mailing list (combined with Public Engagement colleagues), meetings once a term. • GLAM Communications Officers network: 31 on mailing list, monthly meetings

Impact

Community Name	Change Community Forum
Founding Year	2019
Descriptor	A network for anyone in the University interested in introducing and managing change. We work to grow and improve the approaches used for managing change within the organisation, actively fostering collaboration, developing people and learning from the experience of our colleagues.
Membership	151
Actions & Achievements	**2020:** Group development: • 4 network wide meetings • Survey to establish priorities and content of interest and consideration of outcomes. • Development of a stakeholder matrix Project showcases, lessons learned & skills development: • Comms & training approaches in CoreHR upgrade project • User acceptance testing in TMS • Engaging users in UAT when e-expenses project moved online • Achieving successful comms and engagement for projects in amongst BAU for stakeholders – the perspectives of central change support teams & departmental recipients of central change • Running remote workshops & collaborative working – using Miro • Online workshops working group **2021:** CCF group development: • 6 meetings of the CCF • Development of approach & 1st experience of hybrid CCF meeting – other 5 online only, one of which was devoted to informal conversation & networking • Ongoing development of the stakeholder guide • Begin recording meetings for people who cannot attend • Develop shared learnings on effective online meetings – meeting etiquette, preparation required, technology & other practicalities • Development & agreement of Terms of Reference for the CCF • Initial consideration of move to a formal Community of Practice model Project showcases, lessons learned & skills development: • Use of Whatfix, digital adoption tool • 'Presenting the case for change' • Lateral Flow Test project – introducing well-received change, quickly • Ongoing development of Miro usage • Progressing projects in difficult times – divisional, departmental perspectives and examples of successful adaptation of approaches • Moving to online undergraduate interviews in 2020 • Introducing Multi-factor authentication and the challenges & learnings associated • Different approaches taken to learning from experiences of our previous projects • Demos of different polling software options available • Using internal and external expertise and experience to showcase best practice and encourage behaviour change – Associate Professor Inclusive Recruitment project • Approach to projects at the Said Business School

Impact

Actions & Achievements	**2022:**
	CCF group development:

2022:

CCF group development:

- CCF Terms of Reference revisited and updated
- Volunteers obtained enabling move to a regular panel for agenda setting meetings
- Completed work on shared learnings through group working on effective online meetings – focussing on 3 areas: meeting etiquette, preparation required, technology & other practicalities
- Group 'speed dating' activity – all members share information on their role and challenges, providing source material for priorities for sub-groups
- Group discussions and activities to support development of CCF into CoP model
- 1 in-person workshop facilitated by POD focussing on development of the CoP
- Tracy Gale agrees to become CCF Sponsor
- 3 sub-groups identified as priority areas of interest for the group and co-chairs identified
- 6 meetings

Project showcases, lessons learned & skills development:

- Change and engagement approach for the tutorial management system project
- Alignment of processes in GLAM shared front of house services
- Agile project methodology and its use at SBS
- Managing change on the e-assessment project

2023:

CCF group development:

- Terms of reference updated to reflect changes to CCF constitution in light of CoP arrangements
- Steering group established comprising co-chairs, sub-group co-chairs and two members of the CCF.
- Arrangements for new operating model confirmed – 3 online meetings + 1 longer, fully in-person event per annum for ALL CCF plus separate meetings and discussion through the sub-groups
- As at June 2023, one online meeting held (Feb)
- And one in-person event (May)
- Sub-groups have agreed their remits, sought membership and progressed their agenda

Project showcases, lessons learned & skills development:

- Presentations from the sub-group co-chairs on group direction and why you should join!
- Interactive, in-person sessions helping to progress the work of the sub-groups with wrap-up from our sponsor
- Networking
- Facilitated panel discussion – Mary Fridlington, Deputy Registrar, Humanities Division, Ian Bishop, Head of Administration & Finance, Dept of Biology, regarding how they are approaching their own change initiatives in amongst all the other change initiatives underway.

Impact

Community Name	Continuous Improvement Community of Practice
Founding Year	2022
Descriptor	An active and welcoming CI learning community open to all University staff, CI novices through to experts. We are sustained by our members' interests and contributions to provide an energising and inspiring forum for CI learning, advice and support.
Membership	293
Actions & Achievements	- Established May 2022 – membership has grown from a core of 55 founder members (Focus Practitioners and Local and Associate Practitioners) to 293 currently. - Members joining/information pack 10 member Steering Group meets 6 weekly & maintains a schedule of posts content to stimulate discussion and provide topical information in the Teams site - CoP Teams site for discussion, questions, sharing knowledge and experience etc. - Members joining/information pack 'Happy to Help Register' created, providing help and guidance across 19 CI and related tools and skills, and 7 IT tools - Online CI Story sessions, also recorded and made available online: - Improving graduate admissions processes in the Mathematical Institute (Nov 22 – 61 attendees) · Using the 6S tool to improve workplace and digital organisation – 6S Stories from Pitt Rivers Museum, IT Projects and Programme Development Office, Development Office and Focus. (8 February 2023 -81 Attendees) · Learning from experience to improve Finance Dashboards (Financial Assurance Team) (June 2023 – 47 attendees) - CI Surgery – online sessions when attendees can ask questions about CI or discuss any CI challenges they are facing in using CI tools or approaches, and receive advice and suggestions from the community. (November 2022 and March 2023) - Steering Group support for and involvement in Focus CI conference

Impact

Professional Services Together

Community Name	Education Administration Community of Practice
Founding Year	2022
Descriptor	The community supports the professional development of staff working in a range of education-related administration roles across the collegiate University.
	The purpose is to raise the visibility of academic administration as a profession and develop a community that contributes to the enhancement of both the student experience and academic quality and standards at Oxford.
	The CoP serves staff in professional services in departments, divisions, colleges and relevant AAD services, whose roles directly support the collegiate University's delivery of taught and research degree programmes and the student lifecycle from admissions through to graduation.
Membership	25
Actions & Achievements	• The CoP held three formation workshops supported by POD, MT22-HT23
	• Saira Shaikh, Academic Registrar, has been appointed as sponsor, and has contributed to early discussions on scope and objectives
	• A community meeting was held in HT23 to start work on several short-term objectives
	• An online student data information session is being offered to all staff in July 2023
	• A university-wide academic administration calendar is being developed with key dates and deadlines to support induction and training
	• A professional development peer support session is being planned for July 2023
	• An MS Teams group has been established for the current core membership
	• A CoP identity statement is being drafted with an annual plan for events and activities, to support the promotion of the CoP to the wider community

Impact

Community Name	PA & EA Community of Practice
Founding Year	2022
Descriptor	Staff who provide professional and proactive executive support to the University's senior managers and academics, working alongside them as important and emotionally intelligent organisers and facilitators so that those they support successfully perform across the range of their duties.
Membership	195
Actions & Achievements	• September 2022: First EA/PA Network conference attended by 65 members, featuring sessions on career development, positive perceptions, and Professional Services Together & Communities of Practice. • January 2023: Teams site launched for information/knowledge sharing, featuring subject matter channels and file repository. • January 2023: Lunch & Learn Series started, offering monthly virtual sessions on relevant topics presented by network members or occasional external speakers. • January 2023: Fortnightly Virtual Coffee Catch-ups initiated to provide informal networking and problem-solving opportunities. • April 2023: EA/PA Mentoring spreadsheet developed and promoted within the CoP to connect mentors and mentees across the university. • April 2023: Careers Profile series launched, featuring profiles of PAs and EAs from different career phases, sharing their roles, career journeys, and development opportunities. • April 2023: Network members attended a tour of The Randolph hotel facilities, leveraging the network's existence and their responsibility for venue bookings. • April 2023: Careers Development Workshop led by POD identified areas for EA/PA professional development, including piloting a career framework. • May 2023: EA/PA social dinner organised in central Oxford. • June 2023: Network members attending the Conference Oxford familiarisation tour to explore venues and discuss event organisation from a PA/EA perspective. • June 21, 2023: EA/PA Social lunch.

Impact

Community Name	EDI Facilitators at University of Oxford
Founding Year	2015/16
Descriptor	This community is for EDI Practitioners from across Oxford, to collaborate and share best practice on equality, diversity and inclusion. We organise regular meetings, formal and informal; collaborate on projects and documents; discuss challenges and celebrate successes.
Membership	50
Actions & Achievements	- Knowledge and documentation exchange. We learn from each other constantly, so we progress more quickly within our own roles/tasks. People share both what has worked, and what didn't. This saves time and resources which benefits us, our departments, and improves EDI resources within the University. - Subjects frequently discussed include - Data - Regulatory and Legal updates - Meeting and conference news - Professional Bodies information (e.g. Advance HE) - Process improvements - Seminar and conference organisation - The Building Belonging group formed as a subset of the network and have organised interdepartmental meetings on Disability, Black History, Empathic Leadership. - Ad-hoc meeting ideas and support around subjects such as Implicit Bias and Inclusive Leadership. - Colleagues volunteered support for the Diversity Interventions International Workshop which was held in February 2022. - Colleagues worked together on funding proposals which led to the EDI Hub project, which then led onto additional communication and support positions being created in the EDU. - Wellbeing and mental health support. Whilst chats and discussions are not moderated, it feels like there is a high level of psychological safety within the group. - We celebrate our successes and offer support when there are set-backs.

Impact

Community Name	HR Operations Community of Practice
Founding Year	2023
Descriptor	• The CoP has held three formation workshops with further meetings arranged. • Markos Koumaditis, HR Director, has been appointed as sponsor and supported discussions as initial aims and vision were formed. • A MS Teams group has been established to share knowledge, swap information and exchange ideas. • The CoP is developing as a supportive community, where colleagues can find connections and value in our time together, and chat with other HR professionals about our roles and the associated challenges in a safe space.
Membership	18
Actions & Achievements	Information to follow

Impact

|	
Community Name	Oxford Video Makers
Founding Year	2023
Descriptor	A cohesive community of video makers in Oxford who communicate regularly and share ideas, skills and practice areas. A group for people who make videos and audio. Friendly to, but not suitable for, those who manage fixed AV assets (eg lecture theatres, events) and those who use video in comms (eg social media managers)
Membership	11
Actions & Achievements	- Conducted two location tours and scheduled another, enabling the exploration of potential venues for future activities. - Successfully onboarded two new active team members, enhancing the output and expertise of the group. - Implemented regular skills- and kit-swaps, fostering knowledge sharing and resource utilisation within the team. - Identified a core long-term requirement for a new video studio space at Oxford and initiated discussions with the sponsor to address this need. - Continuously discovering new applications and opportunities for the group during meetings, leading to impactful innovations. - Overall, the group's progress during the foundation stage has been exceptional, highlighted by the successful tours, staff expansion, resource-sharing, and strategic planning for a new studio space.

Thank you

Connecting with people	CoP toolkit	Network toolkit

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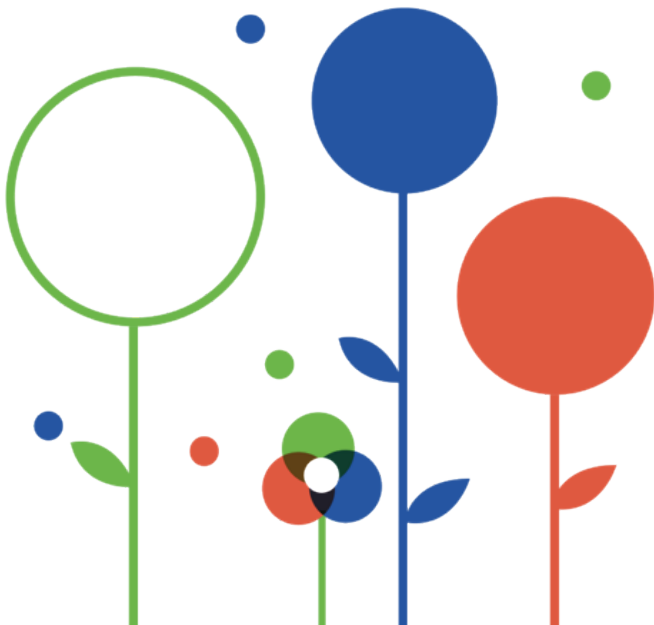
About POD

POD contributes to people development strategy across the University, working strategically with partners such as HR, EDU and Athena SWAN leads.

The People and Organisational Development Unit supports the University's strategic aims through the targeted development of people by:

- Formulating and informing strategy regarding people development across the University
- Promoting best practice in leadership and management in people development
- Helping leaders and managers to enhance team, departmental and divisional effectiveness
- Enabling individuals to take charge of their own development through self-directed learning
- Supporting targeted development initiatives for under-represented groups
- Promoting equality, diversity and inclusive management practice through our work

Click to find out more:

POD homepage