

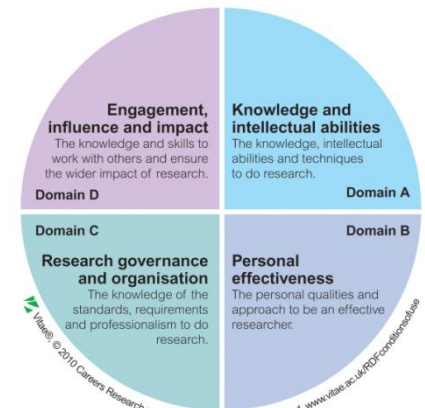
RDF researcher profile



Anja Dalton: Second year PGR at the Centre for Transport & Society, University of the West of England, looking at gender differences in cycling in the UK.

Career aim: I'm not 100% sure that I'll stay within the academic sector but I'd certainly like to do more research work, possibly for a think tank non-government organisation.

Timeframe for development plan: Two to five year plan



Domain A: Knowledge and intellectual abilities		Current phase				
		Target phase				
		1	2	3	4	5
A1. Knowledge base	Subject knowledge					
	Research methods – theoretical knowledge					
	Research methods – practical application					
	Information seeking					
	Information literacy and management					
	Languages					
	Academic literacy and numeracy					
2. Cognitive abilities	Analysing					
	Synthesising					
	Critical thinking					
	Evaluating					
	Problem solving					
3. Creativity	Inquiring mind					
	Intellectual insight					
	Innovation					
	Argument construction					
	Intellectual risk					

I make a real point of trying to get all the opportunities I can for skills training to go on courses and avail myself of everything at the University and at Vitae.

I currently speak intermediate level German. I would like to be more fluent and am actively developing networks & opportunities to improve both my German and my chances of a job opportunity in Germany.

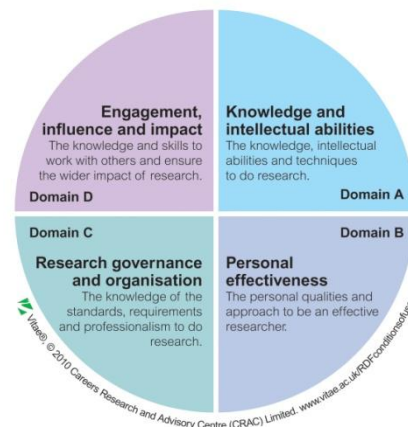
I would hope to develop these skills and abilities over the next few years if I were in a role where I could lead others within a project. Also seeking feedback and peer review wherever possible to improve my ability to seek and accept criticism.

Generally, I've put myself in the first category but it can be quite difficult when you're starting out to know where you are in relation to other people and how long it might take to get somewhere.

Anja Dalton RDF reflections:

'Within our sphere we may have to focus a lot of energy on publication and dissemination, especially with the REF coming up. Given that realistically most people won't be able to develop all of their skills all of the same time I think it's unrealistic to give people the task that they will move towards improvement in all areas.'

'I could fill it out by myself but as I wasn't quite sure what was meant by some of the things I would have appreciated the chance to discuss what the different descriptors meant and where I fitted in. As a preference I would choose to do this with someone [e.g. a staff developer/careers advisor] rather than on my own.'



		Current phase				
		Target phase				
		1	2	3	4	5
Domain B: Personal effectiveness						
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continual professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

As a PhD student I certainly felt that for some things I'm only bordering on level one. I need to focus on getting as many journal papers as I can and I have to recognise that personal skills and helping other colleagues might not be increasing at the same time.

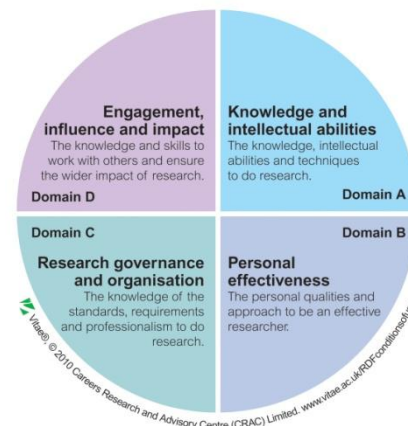
Research projects run over all the time. It's a really big feature of research that you have setbacks and problems. We need to recognise that it's difficult to *always* finish on time.

A strong personal goal for me is to achieve change in the field that I'm working in and to work towards more sustainability. So reaching the pinnacle of international reputation and being cited across the world may not be as important as feeling that I have made a tangible impact in the real world.

RDF researcher profile



Sandra Hiett: Senior lecturer/Programme Leader in Art and Design, Faculty of Education, Community and Leisure, Liverpool John Moores University. I have 19 years experience in initial teacher training and active membership of subject associations and action research networks.
Career Aim: Academic Readership within two years
Timeframe for development plan: Five year plan



		Current phase				
Domain A: Knowledge and intellectual abilities		Target phase				
		1	2	3	4	5
A1. Knowledge base	Subject knowledge					
	Research methods – theoretical knowledge					
	Research methods – practical application					
	Information seeking					
	Information literacy and management					
	Languages					
	Academic literacy and numeracy					
2. Cognitive abilities	Analysing					
	Synthesising					
	Critical thinking					
	Evaluating					
	Problem solving					
3. Creativity	Inquiring mind					
	Intellectual insight					
	Innovation					
	Argument construction					
	Intellectual risk					

I currently deliver relevant undergraduate and postgraduate sessions related to research methods with confidence. I would like to give more attention to a broader range of research tools and their application in practice.

I am confident in my use of English within research and publication. I have good knowledge of subject specific and methodological vocabulary through doctoral completion, doctoral supervision and examination, leading research informed teaching projects with colleagues.

The creative arts expect successful people to take intellectual risks - I embrace this as one of the key elements of my subject strengths and something I particularly relish. While I am happy that I fulfil this aspect within my immediate area of responsibility I could embrace challenges that might have more impact/benefit to a wider academic community.

Sandra Hiett RDF reflections:

'I've had a five year plan for the last 4 years so this has been really good for me as I was coming to the end of my plan but without any real sense of how to focus myself next for where I want to go.'
 'I think it would be useful to go back and reflect now on where I put my ambitions in some instances and think is that really where I should be heading or perhaps that's going beyond where I think my interests lie and might be counterproductive to the ambitions that I have.'
 'If you want to be taken seriously as a researcher you need to establish yourself in your field beyond your immediate environment, putting yourself forward on national organisations and committees and being proactive.'



Domain B: Personal effectiveness		Current phase				
		Target phase				
		1	2	3	4	5
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

I have great enthusiasm for work and life in general. I seem to be involved in everything - and while I have high levels of sustainable energy - I am finding it overwhelming to be so diversified. I am not sure how to reach my target phase as there is little scope to delegate responsibilities in the current climate.

I became deputy editor of an international journal this year so again that's been a really good thing for me in terms of experience and reviewing 30-50 articles since January has given me a much clearer insight into how I can craft my own writing for an external audience.

I would like to achieve a readership within two years. My attitude towards target setting and using a 'five year plan' to guide my progress and create opportunities consistent with my career development goals has helped me reach my current phase. To reach my target phase I aim to streamline my teaching and management responsibilities so that I can focus research time more productively.

RDF researcher profile



Joe Viana: Final year PGR, School of Management, University of Southampton

Career Aim: My current career goals are to complete my PhD and having recently obtained a 4 year postdoc position I would like to establish a strong publication record to maintain my career momentum.

Timeframe for development plan: I used a very long time frame, ideally where I would like to be at the end of my career. It would have probably been better if I used a shorter time scale; maybe 1-5 years.



Domain B: Personal effectiveness		Current phase				
		Target phase				
		1	2	3	4	5
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

My research topic is incredibly important to society. Being passionate about my research improves my ability to stress the importance of the research and to receive contributions from the wider community in terms of academia and the public.

Initially I was not strong at verbally presenting my work but I attended several courses and now take every opportunity to present at conferences and seminars. I try to receive feedback from people I present to and also on my written and technical work.

I was introduced to experienced researchers and people in my field and it is through this kind of contact that new researchers can be incorporated into these networks.

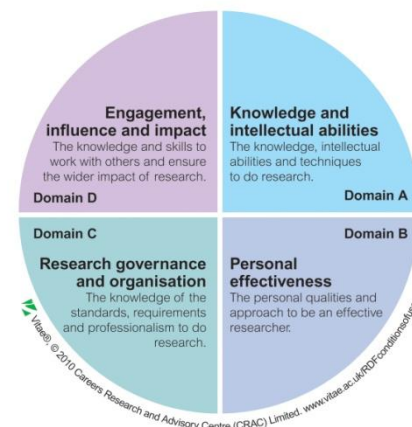
I have started debates in my field at conferences and seminars in order to obtain feedback and to establish my reputation.

Joe Viana RDF reflections:

'The RDF will encourage me to be more proactive about my career development as it provides me with a framework (list of milestones) that I can judge my current progress in relation to what I want to achieve with my career.'

'Put aside at least half a day to really consider your responses to allow you time to reflect on what you have achieved so far and what you would like to achieve.'

'The RDF could allow me to judge how effective as a researcher my current skills make me and also areas where and how I can improve. By performing this kind of needs analysis I can identify potential training courses that I should attend and areas of myself that I can improve which I can discuss with my line managers.'



Domain D - Engagement, influence and impact		Current phase				
		Target phase				
		1	2	3	4	5
1. Working with others	Collegiality					
	Team working					
	People management					
	Supervision					
	Mentoring					
	Influence and leadership					
	Collaboration					
	Equality and diversity					
2. Communication and dissemination	Communication methods					
	Communication media					
	Publication					
3. Engagement and impact	Teaching					
	Public engagement					
	Enterprise					
	Policy					
	Society and culture					
	Global citizenship					

I have built relationships with colleagues in other Schools within the University and other universities, with healthcare professionals in the UK and also policy decision makers in the Department of Health.

I am confident at communicating my research effectively to a specialist audience, but would like to be equally able to communicate research to non specialists. To reach my target phase I could 'attend various courses, and seek advice from senior colleagues who use communication media effectively'.

The intellectual property related to the models I am developing leads me to believe that these have potential commercial use and I will be following this up after my PhD by discussion with the research governance office, senior colleagues as well as contacts from other universities.

RDF researcher profile

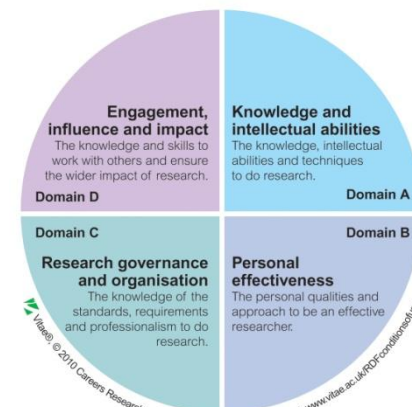


Dr Kristina Hultgren: Postdoctoral researcher in Sociolinguistics, University of Copenhagen and Edge Hill University, UK.

I graduated with a Masters degree in English and French from the University of Copenhagen in 1999 and then I worked for different international corporations I finished my PhD at Oxford in 2008.

Career Aim: Academic career

Timeframe for development plan: In order for it to make sense to me I had to decide on a timeframe so I thought 5 years ahead.



Domain C: Research organisation and governance		Current phase				
		Target phase				
1. Professional conduct		1	2	3	4	5
Health and safety						
Ethics and principles						
Legal requirements						
IPR and copyright						
Respect and confidentiality						
Attribution and co-authorship						
Appropriate practice						
2. Research management						
Research Strategy						
Project planning and delivery						
Risk management						
3. Finance, funding and resources						
Income and funding generation						
Financial management						
Infrastructure and resources						

I am motivated by a desire to learn from colleagues and peers and thereby supplement my own knowledge and strengthen the quality of publications. I will reach my target phase by 'continuing to expand my network of potential collaborators'.

I will reach my target phase by 'sharing knowledge [which] will benefit everyone and create synergy. It's a win-win situation.

I am strongly committed to wider dissemination of knowledge and firmly believe that research should benefit the general public as they are the ones who finance our research.

I've had to manage the finance of my own research projects. As I am passionate about knowledge transfer and I'd be keen to raise awareness about its potential economic benefits in my own institution.

Kristina Hultgren RDF reflections:

'I have always thought of myself as being quite ambitious, driven and focussed on what I want, but the framework made me realise I can have a much larger vision'
 'I found it [the RDF] very user friendly. It was useful to reflect on it because it helps to identify your skills and think about them in a more reflective manner.'
 'I thought I didn't have the time to fill in the RDF but it is really important to get a sense of what it is I want to achieve and why I'm doing all the other things and what my ultimately goal is.'
 'Decide on a particular time frame – are you aiming for 5 years or 20 years and have that in mind and apply it to all the different questions.'



Domain D - Engagement, influence and impact		Current phase				
		Target phase				
		1	2	3	4	5
1. Working with others	Collegiality					
	Team working					
	People management					
	Supervision					
	Mentoring					
	Influence and leadership					
	Collaboration					
	Equality and diversity					
2. Communication and dissemination	Communication methods					
	Communication media					
	Publication					
3. Engagement and impact	Teaching					
	Public engagement					
	Enterprise					
	Policy					
	Society and culture					
	Global citizenship					

I attended the Vitae 'Leadership in action' course. This course redefined my attitude to leadership and made me realise you can lead in lots of different ways and if you do it in a democratic and inclusive way it can be just as effective.

Many in my family and among my friends are also in academia but in different disciplines. We often discuss the way in which our research overlaps and potential opportunities for cross-fertilisation. I am thinking of co-authoring an article on a common theme.

My consultancy work has helped me widen my skills in this area. I am interested in communication technology and would like to put this knowledge to use.

I am very enthusiastic about global collaboration and want to promote this to others. The fact that I live in the UK but work in Denmark contributes to my ability to build bridges between the national and the international research communities

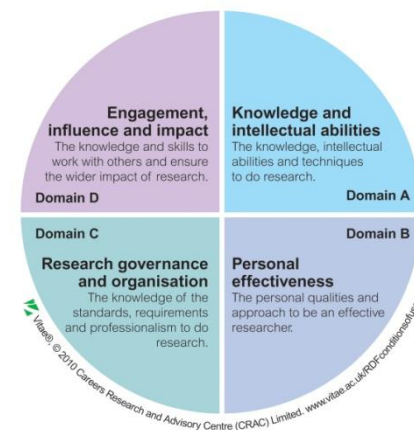
RDF researcher profile



Lynn McCallum: Senior postdoctoral research fellow, School of Pharmacy, Queen's University Belfast

Career Aim: I've worked as a postdoc for 10 years now. I've applied for lectureships and am hoping to go into academia as a principal investigator.

Timeframe for development plan: I think I was probably thinking in the medium to long term (looking forward to the next ten years or so).



Domain A: Knowledge and intellectual abilities		Current phase				
		Target phase				
		1	2	3	4	5
A1. Knowledge base	Subject knowledge					
	Research methods – theoretical knowledge					
	Research methods – practical application					
	Information seeking					
	Information literacy and management					
	Languages					
	Academic literacy and numeracy					
2. Cognitive abilities	Analysing					
	Synthesising					
	Critical thinking					
	Evaluating					
	Problem solving					
3. Creativity	Inquiring mind					
	Intellectual insight					
	Innovation					
	Argument construction					
	Intellectual risk					

I am able to manage projects and think critically as well as 'outside the box'. I would like to become more familiar with new, state of the art models and techniques that bolster research excellence.

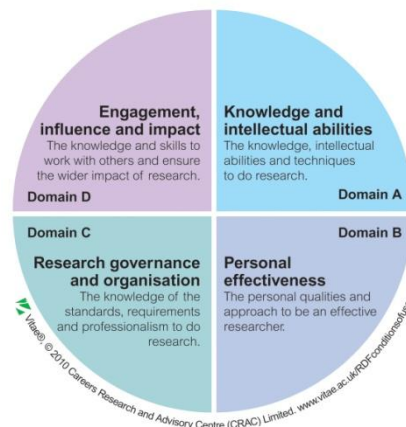
I use a varied number of library and online resources to manage paper publication, grant writing and increase awareness within my research field. I regularly mentor students and advise staff of new / helpful developments pertinent to their work.

I readily develop new research strands and ideas within my own field and approach the research agenda in a logical manner. To reach my target phase I need to gain a wider scope of collaborations, increase publication output and caliber, acquire significant funding and be more visible at national/international levels.

Lynn McCallum RDF reflections:

‘Someone just finishing their PhD might feel out of their depth with phase one in some descriptors and think ‘am I really meant to be doing that already?’.

‘Be honest with yourself when filling out the RDF. Whenever you identify a phase that you might be in now, you need to be 80% in that phase so that you can get a proper gauge on where you are. Set realistic goals as opposed to looking at the one at the far end of the spectrum and think that’s what everyone expects me to do so I’d better highlight that.’



		Current phase				
		Target phase				
		1	2	3	4	5
Domain B: Personal effectiveness						
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

I get satisfaction from finding out things that other people don't know and the science behind it. That why its important for me to take it to the highest level because I like teaching people, training them and seeing them do well for themselves. I'd also like to do a mentoring and managing people course which would highlight different ways and styles of working with people.

I have particularly enjoyed 2 Vitae courses: The effective researcher and broadening horizons. These courses give you time out from your normal routine to think about your career and start planning what direction you want to go in. Whenever you're forced to think about what you should be doing and where you want to get to it really does focus your mind.

I want to be a successful researcher with some esteem across an international audience - I'd be happy enough with that.

RDF researcher profile



Margaret Dellett: Early career researcher, Centre for Cancer Research and Cell Biology, Queen's University Belfast.
Career Aim: Ideally to be a more independent researcher either in academia or in industry
Timeframe for development plan: Ten to fifteen years. In hindsight, it would be easier to fill in if it was broken down into short term goals (1-2 years).



		Current phase				
		Target phase				
		1	2	3	4	5
Domain A: Knowledge and intellectual abilities						
A1. Knowledge base	Subject knowledge					
	Research methods – theoretical knowledge					
	Research methods – practical application					
	Information seeking					
	Information literacy and management					
	Languages					
	Academic literacy and numeracy					
2. Cognitive abilities	Analysing					
	Synthesising					
	Critical thinking					
	Evaluating					
	Problem solving					
3. Creativity	Inquiring mind					
	Intellectual insight					
	Innovation					
	Argument construction					
	Intellectual risk					

I mapped myself to phase three from my experiences during myPhD, being a postdoc for three years, doing literature searches and attending seminars and conferences. I will reach my target phase by research experience and guidance from leading scientists.

There were a couple of areas in the domain where I felt I wasn't quite at the first phase so I just picked the first phase. After the report was generated I found the question about how to bridge the gap a bit difficult in a number of areas.

To select where you are and where you want to be is OK, text heavy but OK, but if you have to think of your personal experience and where you want to go it takes a little longer.

Margaret Dellett RDF reflections:

‘Set aside a lot of time, read it carefully and be honest about where you are. You don’t always have to aim for phase 5 but maybe take a look at the other phases and identify shorter term goals that are more achievable rather than always aiming for the top.’



Domain D - Engagement, influence and impact		Current phase				
		Target phase				
		1	2	3	4	5
1. Working with others	Collegiality					
	Team working					
	People management					
	Supervision					
	Mentoring					
	Influence and leadership					
	Collaboration					
	Equality and diversity					
2. Communication and dissemination	Communication methods					
	Communication media					
	Publication					
3. Engagement and impact	Teaching					
	Public engagement					
	Enterprise					
	Policy					
	Society and culture					
	Global citizenship					

The experiences that led me to map myself at phase two come from my experiences in research so far and examples set by my supervisors and work colleagues.

A mentor would really help to guide me in how to reach the next phase.

The practical skills I have learned and developed have enabled me to build lots of collaborative relationships during my postdoc both locally and internationally.

As researchers we probably feel we should be reaching for the top but its hard to work out what you would need to do to become a visionary researcher. Someone who has been through the process and got to the top of their field and is world leading could provide the best advice to junior researchers who want to be in their position.

RDF researcher profile

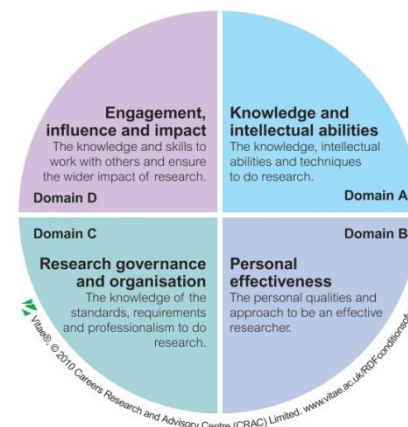


Maria Sharmina: First year PGR in Climate Change Modelling, Sustainable Consumption Institute (SCI)/Tyndall Centre for Climate Change Research, University of Manchester.

Career aim:

I would like to become a lecturer and combine my research with lecturing

Timeframe for development plan: Long term plan. It differed in the domains as some points seemed very remote but some were very achievable.



Domain B: Personal effectiveness		Current phase				
		Target phase				
		1	2	3	4	5
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

I can just *feel* this passion to do research in my area, and it has carried me through ups and downs be it tight deadlines or tiresome tasks.

Self reflection 'is an integral part of being an accomplished researcher.' To bridge the gap I will be 'reading books/articles, following role models and taking time to think about strengths, weaknesses, progress and aims for future development.'

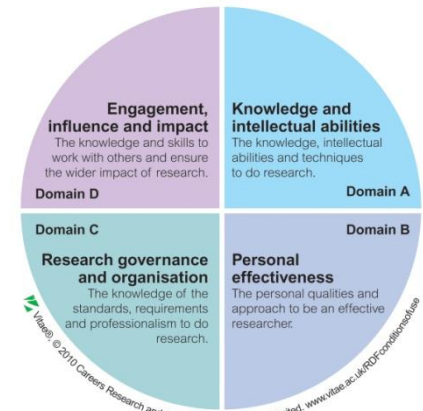
It is just very rewarding to inspire someone to improve and develop! In addition, I would like to combine an exceptional career with having a big family - that would probably encourage more women to go into science. I always keep in mind that "plans are useless but planning is essential" (Dwight Eisenhower) - planning is a great learning process at any stage of a career.

Maria Sharmina RDF reflections:

‘I think I am quite confident about what I want to achieve and I need to dig deep into myself to identify which areas I want to prioritise’

‘Be sincere with yourself and be honest with yourself about what you enjoy. Not thinking you need to feel you have to please someone by aiming for the highest points in each domain but be honest about what you want and what might be most useful.’

‘We don’t have much time to think about [career development] and when it’s already written down you can keep coming back to it and see if you are complying with your own recommendations.’



Domain D - Communication, impact and influence		Current phase				
		Target phase				
		1	2	3	4	5
1. Working with others	Collegiality					
	Team working					
	People management					
	Supervision					
	Mentoring					
	Influence and leadership					
	Collaboration					
	Equality and diversity					
2. Dissemination	Communication methods					
	Communication media					
	Publication					
3. Engagement and impact	Teaching					
	Public engagement					
	Enterprise					
	Policy					
	Society and Culture					
	Global citizenship					

I have volunteered to represent PhD researchers on a committee that is developing a strategy for my organisation.
I am organising a PhD conference for our research network (seven research centres around the UK) to build and strengthen links between the networks' PhDs.

I have studied and worked in different countries and in international environments. I've worked with students from other parts of the world whose perception of teaching and learning differed from that in the West.
I recently attended a Women's Leadership Symposium that aimed to encourage women's participation in energy and climate change research and social entrepreneurship.

I believe it is a responsibility of every researcher to transfer their knowledge to the younger generation. That is why teaching combined with research is one of my aspirations. I am grateful for any guidance I receive from my seniors and peers and want to replicate their helpful ways for those who may need my advice in the future.

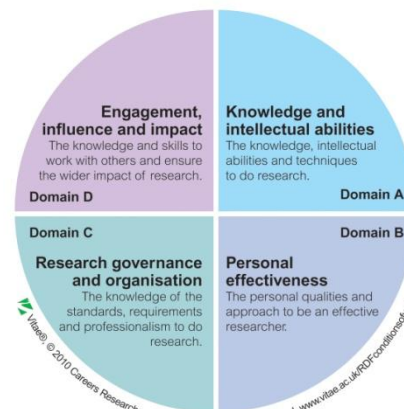
RDF researcher profile



Patrick Hadoke: Tenure-tracked Senior Academic Fellow in Pharmacology, University of Edinburgh. I did about 12 years of short term contracts varying in length from a year spent on monthly contracts to 3-4 year contracts. I'm now on a tenure track post, I'm fairly established and I run my own team within the unit.

Career Aim: At the moment I'm on the senior researcher/senior lectureship scale and so the next step in the ladder would be a readership.

Timeframe for development plan: Ultimate career ambitions



Domain C: Research organisation and governance		Current phase				
		Target phase				
		1	2	3	4	5
1. Professional conduct	Health and safety					
	Ethics and principles					
	Legal requirements					
	IPR and copyright					
	Respect and confidentiality					
	Attribution and co-authorship					
	Appropriate practice					
2. Research management	Research Strategy					
	Project planning and delivery					
	Risk management					
3. Finance, funding and resources	Income and funding generation					
	Financial management					
	Infrastructure and resources					

In the techniques that I was leading it was appropriate for me to do the COSHH forms and the safety responsibilities for those and that has just increased as I've started to be involved with more techniques and supervise more students and staff.

We have quite a good department that helps us with IPR and also freedom of information so there are people who deal with the detail but you have to be able to interact with them.

Getting funding is the constant in all of our work I suppose, in that you have to apply for funding to allow you to do particular projects that you are interested in doing. You try and keep yourself going by getting positions, getting grant funding or fellowships and the anticipation is always that something permanent will become available to challenge for.

Patrick Hadoke RDF reflections:

‘Earlier in my career I wouldn’t have had a clue about what the setup was and how the system works. I think you tend to go into it quite naively and think if I work very hard, posts will appear you’ll apply and eventually get one but it doesn’t really happen that smoothly. Its about taking opportunities if and when they arise.’

If the RDF had been available ‘when I was a PhD student, I’d have had a much better idea of what I needed to do, what skills I needed to accumulate, logging the evidence and how to set priorities.’



		Current phase				
		Target phase				
		1	2	3	4	5
Domain B: Personal effectiveness						
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management						
	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development						
	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

I have a good idea of what involved with the job I do so its was quite easy mapping that to the descriptors. For some descriptors though I’m in between adjacent phases so its hard to know which one I go in.

I’ve always been fairly proactive including setting up the RSA here that led to my involvement with Vitae and UKRSA. What we’ve always tried to do with the postdocs here is say 'look this is your career and it’s your responsibility’.

At one level I network very well and at another level not so well. I’m quite good setting up collaborative networks to work on projects together. What I’m less good at is going to meetings and networking and keeping in contact. I certainly think I could do better and that’s why the aspirational phase is further away from my current phase.

RDF researcher profile



Russell Bennett: Recently appointed senior lecturer and PGR in the School of the Built Environment at Liverpool John Moores University.
Career aim: Academic Readership.
 I would love to be renowned internationally for my specialism which is emotional intelligence and conflict resolution in the construction industry.
Timeframe for development plan: Ultimate career ambitions



Domain A: Knowledge and intellectual abilities		Current phase				
		Target phase				
		1	2	3	4	5
A1. Knowledge base	Subject knowledge					
	Research methods – theoretical knowledge					
	Research methods – practical application					
	Information seeking					
	Information literacy and management					
	Languages					
	Academic literacy and numeracy					
2. Cognitive abilities	Analysing					
	Synthesising					
	Critical thinking					
	Evaluating					
	Problem solving					
3. Creativity	Inquiring mind					
	Intellectual insight					
	Innovation					
	Argument construction					
	Intellectual risk					

I have a sound knowledge of my subject area and I am beginning to make contact with others (especially Journal authors) at an international level.

I wish to develop my research skills so that I will be able to continue my research from different perspectives and be recognised for having a dynamic style.

I believe that challenging convention supports a good basis for research and enhances the interest of a research subject.

I have already started reaching this phase and have received interest from a University in the USA in a collaborative programme that will enable me to collect data. Further contact with other institutions will help me reach my aims here.

Russell Bennett RDF reflections:

‘I’ve embraced this [the RDF] and I have done it because I can see the benefits which it will give me. It may take some time but it really will aid you and help you create, if nothing else, a mental map of where you are and where you want to go. By profiling yourself you are in a better position to have a time line including where you anticipate your milestones to be and how long it might take you to reach them.’



		Current phase				
		Target phase				
		1	2	3	4	5
Domain B: Personal effectiveness						
B1. Personal qualities	Enthusiasm					
	Perseverance					
	Integrity					
	Self-confidence					
	Self-reflection					
	Responsibility					
2. Self management	Preparation and prioritisation					
	Commitment to research					
	Time management					
	Responsiveness to change					
	Work-life balance					
3. Professional and career development	Career management					
	Continuing professional development					
	Responsiveness to opportunities					
	Networking					
	Reputation and esteem					

I have tried, wherever possible, to keep to a mental plan and maintain focus. I try to keep my office at work and my study at home free of clutter as this helps me considerably with keeping a good mental attitude

I will reach my target phase 'chiefly by experience. I will take all the good values from others and align them with mine and continue to be caring to those I work with.'

Change must always be anticipated. I know the limits of my ability and I am not afraid to ask for advice and reassurance if required

Thanks to the choices I have made, I have fully appreciated my commitment to CPD. I recognise in coming from industry to a related teaching position, the value of my experience and the transferability of my skills and this has already been recognised by my line manager.

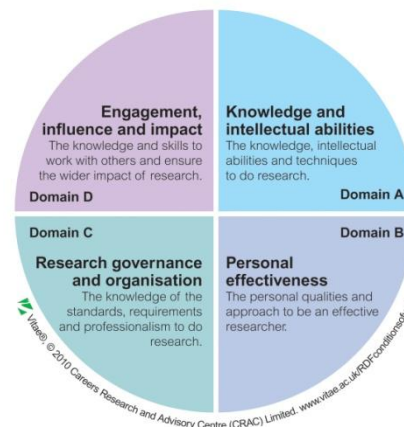
RDF researcher profile



Samantha Cartwright: Final year PGR in Conservation Biology, Centre for Agri-Environment Research, University of Reading

Career aim: I'm in two minds at the moment and may change my mind frequently in this next year. If not an academic career then what I'm aiming to do is field based project management in a larger non-governmental organisation (NGO).

Timeframe for development plan: Medium term (within a five year period).



		Current phase				
		Target phase				
		1	2	3	4	5
Domain C: Research organisation and governance						
1. Professional conduct	Health and safety					
	Ethics and principles					
	Legal requirements					
	IPR and copyright					
	Respect and confidentiality					
	Attribution and co-authorship					
	Appropriate practice					
2. Research management	Research Strategy					
	Project planning and delivery					
	Risk management					
3. Finance, funding and resources	Income and funding generation					
	Financial management					
	Infrastructure and resources					

As a field biologist I take health and safety very seriously. H&S is very important and managing H&S is integral to managing project operations.

Ethics in my field are associated with wildlife sampling, and animal welfare. There are various legal and institutional requirements to be aware of and adhere to. Procedures currently in place are often inefficient and ineffective. I would like to reach a position where I can effect appropriate change.

I would like to lead by example and set good academic practice in my field, eliminating unfair treatment of co-authors and advising less experienced peers.

I manage my PhD grant resources, keep my own accounts and have to work within my financial limitations effectively.

Samantha Cartwright: RDF reflections

'It put career development back into the forefront of my mind as it can often slip back when you're engaged in what you're doing day to day. If you're prepared to put the effort in to think about the statements that are in [the RDF] then I think it can really help.'
 'You need to want to do this – it's not just going to work its magic without you putting the effort in. You need to engage your brain and create a train of thought that you wouldn't necessarily have motivated yourself to do anyway.'



Domain D - Engagement, influence and impact		Current phase				
		Target phase				
		1	2	3	4	5
1. Working with others	Collegiality					
	Team working					
	People management					
	Supervision					
	Mentoring					
	Influence and leadership					
	Collaboration					
	Equality and diversity					
2. Communication and dissemination	Communication methods					
	Communication media					
	Publication					
3. Engagement and impact	Teaching					
	Public engagement					
	Enterprise					
	Policy					
	Society and culture					
	Global citizenship					

I'd like to see more harmonious working relationships and far more support between colleagues - mainly to share research ideas and advice, but also on a personal level. I'd like to demonstrate to colleagues that feedback is positive - as long as its honest, and works both ways.

I am not a confident speaker and would like to be a better formal communicator. This is essential for collaborations. Incremental accumulation of experience, moving into an appropriate career role and perhaps some specific training will help me reach my target phase.

My PhD has a limited relationship to business /commerce but corporate funders play a large part in conservation programmes. To lead in this area is essential in order to be a good project manager. It's a competitive work and projects only succeed if their managers are well-adept at securing relationships with business and commerce.