



The Concordat Implementation in Scotland

Wednesday 11 March 2009
Our Dynamic Earth, Edinburgh

Supporting Principal Investigators

University of Aberdeen

Sharon Gordon, Skills Development Adviser
Joy Wooten, Deputy Director Human Resources (Staff Development)



ACHIEVING THE BEST

Embedding a performance management culture and supporting the development needs of research and technical staff within the College of Life Sciences and Medicine



Achieving the Best: Key Aims



- Development needs – Research and Technical Staff
- Links between individual roles and wider objectives
- Supervisory/Management Skills Development
- Career Management Skills
- Support ongoing College initiatives

PI Development Programme



ESTABLISHING EXCELLENCE TOGETHER

Overall aim: Research Excellence

- **Research management**
- **People management**
- **Managing research budgets**
- **Managing research careers**

Establishing Excellence Together



- **College support for PI development**
- **College involvement in design of the programme**
- **College involvement in delivery of the programme**

Target groups:



- **New and aspiring PIs**
- **Experienced PIs**

Identifying delegates:



- Proportional allocation of places to the 4 schools in the College
- Participants nominated by the Heads of School
- Personal invite from the Head of College

What did we offer delegates?



- Skills development
- networking opportunity
 - Peers
 - Senior CLSM research colleagues
 - CLSM Management Team
 - University Senior Management Team
- Networking enhanced by overnight stay at a hotel in Aberdeenshire

**Establishing Excellence Together
Programme for new and aspiring PIs**



UNIVERSITY OF ABERDEEN
Achieving the Best
'Establishing Excellence Together'
Development Programme for Principal Investigators
Pittodrie House Hotel,
Chapel of Garioch,
near Inverurie, Aberdeenshire



26 - 27 March 2007

**Establishing Excellence Together
Programme for new and aspiring PIs**



Day 1		
13:00 – 13:15	Welcome	Prof Phil Hannaford, Head of Division of Applied Health Sciences
	'Achieving the Best'	Mrs Caroline Inglis, Director Human Resources
	Supporting postgraduate students and postdoctoral researchers.	Prof Dominic Houlihan, Vice Principal Research & Commercialisation
13:15 – 13:45	The aims of the event and the role of research in the College of Life Sciences and Medicine.	Prof Phil Hannaford Head of Division of Applied Health Sciences
13:45 – 14:30	Making the transition from Researcher to Research Leader in a University Environment.	Prof Steve Logan Senior Vice-Principal

**Establishing Excellence Together
Programme for new and aspiring PIs**



14:30 – 15:15	Key responsibilities of a PI and what makes a good PI.	Prof W Cairns Smith Chair in Public Health
15:15 – 15:30	Coffee	
15:30 – 17:30	Leading and Managing Your Research Team.	Mrs Caroline Inglis Director Human Resources Mr Gordon Robertson, Staff Development Advisor
17:30 – 18:00	Break	
18:00 – 19:00	The University of Aberdeen and the International Dimension.	Mr Steve Cannon Secretary to the University
19:00	Dinner	

**Establishing Excellence Together
Programme for new and aspiring PIs**



Day 2		
09:00 – 09:45	Research Governance, Ethics and Misconduct.	Prof Blair Smith Chair in General Practice Dr Sheila Simpson Chairperson NHS Grampian Research Ethics Committee Prof Phil Hannaford Head of Division of Applied Health Sciences
09:45 – 10:30	University Finances and Managing Research Budgets.	Ms Sue Richardson Head of Financial Planning & Budgeting Mr Alan Johnstone Research Finance Manager
10:30 – 11:15	Managing Research Projects.	Prof Neil Gow Chair in Microbiology

**Establishing Excellence Together
Programme for new and aspiring PIs**



11.30 – 12.00	Managing your Research Career.	Prof David Reid <i>Head of Division of Applied Medicine</i>
12.00 – 12.30	Developing Your Research Team.	Prof Nuala Booth <i>Chair in Mol. Haemostasis & Thrombosis</i>
12.30 – 12.45	Generic and employability skills training for researchers.	Dr Sharon Gordon <i>Skills Development Adviser</i>
12.45 – 13.00	Programme Summary discussion and Q&A session	Prof Phil Hannaford <i>Head of Division of Applied Health Science</i>
13:00 – 14:00	<i>Evaluation Lunch and Close</i>	

**Follow-up workshops for new and
aspiring PIs**



- Performance Management
- Time Management
- Project Management
- Handling Difficult Staffing Situations
- Successful Recruitment and Induction
- Research Finances, Knowledge Transfer and Spin-Offs
- Appraisal
- Programme evaluation – 3 months after residential event

**Establishing Excellence Together
Programme for Experienced PIs**




Tor Na Coille Hotel, Inchmarlo Road, Banchory



28 - 29th February 2008

Establishing Excellence Together Programme for Experienced PIs 

09.30 – 10.00	<i>Arrival and Registration with Coffee</i>	
10.00 – 10.10	Welcome Establishing the aims of the event and how it fits into CLSM development and research strategies	Professor Phil Hannaford <i>Head of Division of Applied Health Science</i>
10.10 – 10.30	Making the Transition to Senior Research Leader in the University Environment	Professor Dominic Houlihan <i>Vice-Principal, Research & Commercialisation</i>
10.30 – 12.00	<u>Managing Research</u> <i>Interactive Group Sessions</i>	
10.30 – 11.30	What makes a good Senior PI?	Prof W Cairns Smith <i>Chair in Public Health</i>
11.30 – 12.00	What do you need to deliver as a senior PI?	Prof Phil Hannaford <i>Head of Division of Applied Health Science</i>
12.00 – 12.30	<i>Free Time</i>	
12.30 – 13.30	<i>Lunch</i>	

Establishing Excellence Together Programme for Experienced PIs 

13.30 – 16.00	<u>Managing Your Research Team (1)</u> <i>Case Studies and Group Work</i>	Mrs Caroline Inglis <i>Director Human Resources</i> Mr Gordon Robertson <i>Staff Development Advisor</i>
	Leadership Styles and how teams perceive their leaders	
	MBTI Feedback	Mrs Joy Wootten <i>Deputy Director (Staff Development)</i>
	Prioritisation and Delegation	Mrs Joy Wootten <i>Deputy Director (Staff Development)</i>

Establishing Excellence Together Programme for Experienced PIs 

16.15 – 17.00	Introduction to Handling the Media and PR Skills	Mrs Jennifer Philips <i>CLSM Communications Officer</i> Mrs Shaunagh Kirby <i>Head of Communications</i>
18.00 – 19.30	Managing within the University Environment "Question Time" to Panel	Mr Paul Haley <i>Director of IT</i> Ms Sue Richardson <i>Head of Financial Planning & Budgeting</i> Mrs Caroline Inglis <i>Director Human Resources</i> Mr Angus Donaldson <i>Director of Estates</i> Prof Neva Haites <i>Head of College</i> Professor Mike Greaves <i>Head of School of Medicine</i>
19.30	<i>Dinner</i>	

**Establishing Excellence Together
Programme for Experienced PIs**



Day 2

<p>08.45 – 10.45 Managing Your Research Team (2) <i>Case Studies and Group Work</i> Why do things go Wrong? Achieving Clarity on Roles and Objectives and providing Feedback</p>	<p>Mrs Caroline Inglis <i>Director of Human Resources</i> Mr Gordon Robertson <i>Staff Development Adviser</i> Mrs Joy Woolten <i>Deputy Director (Staff Development)</i></p>
<p>10.45 – 11.00 <i>Coffee</i></p>	
<p>11.00 – 12.30 Managing Finance 11.00 – 11.30 Measuring Success in a University Environment</p>	<p>Ms Sue Richardson <i>Head of Financial Planning & Budgeting</i> Dr Liz Ratray <i>Deputy Director</i> Dr Ann Lewendon <i>Commercialisation Officer</i></p>
<p>11.30 – 12.30 Opportunities and Benefits of Commercialisation, Spin-Outs and Knowledge Transfer</p>	
<p>12.30 – 13.30 <i>Lunch</i></p>	

**Establishing Excellence Together
Programme for Experienced PIs**



<p>13.30 – 15.00 Managing Research Careers 13.30 – 14.30 Managing the Careers of Yourself and Your Team 14.30 – 15.00 Identifying Obstacles to Success</p>	<p>Prof Neil Gow <i>Chair in Microbiology</i> Prof Nuala Booth <i>Chair in Mol. Haemostasis & Thrombosis</i></p>
<p>15.00 – 15.15 <i>Coffee</i></p>	
<p>15.15 – 15.30 Evaluation and Close</p>	<p>Prof Phil Hannaford <i>Head of Division of Applied Health Science</i></p>

Programme evaluation 2 months after residential event

**Establishing Excellence Together:
Evaluation and Feedback**



- Appreciate this investment in their development
- Feel 'valued'
- Raises awareness of support available within the University
- Provides a network of effective contacts
- Enhances knowledge, skills and commitment to training & development
- Provides forum for identifying common 'issues' and further development needs

**Establishing Excellence Together:
Programme 2009**



- Both events 2 days
- Both events include a 'Question Time' panel discussion
- Greater variety of level of staff involved in delivery
- Principles of the Concordat to Support the Career Development of Researchers included in each of the PI development events
- Follow-up evaluation session to consider long-term impact on learning
- Roll out to other 2 Colleges

**Establishing Excellence Together:
Key Outcome**



Revised CLSM Research Staff Development Strategy:

4 LEVEL DEVELOPMENT STRATEGY FOR RESEARCH STAFF

- Level 1:** Research Staff Development Programme for post-doctoral research staff
- Level 2:** Establishing Excellence Together for new and aspiring PIS
- Level 3:** Establishing Excellence Together for experienced PIS
- Level 4:** International Leadership Development Programme

**PI Development and Implementation
of the Concordat**



Raising awareness: seed and soil

1. Recognition of the importance of **recruiting, selecting** and retaining researchers with the highest potential to achieve excellence in research.
2. Researchers are **recognised and valued** by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.
3. Researchers are equipped and **supported** to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

PI Development and Implementation of the Concordat



4. The importance of researchers' personal and *career development*, and lifelong learning, is clearly recognised and promoted at all stages of their career.
5. Individual researchers share the *responsibility* for and need to *pro-actively engage* in their own personal and career development, and lifelong learning.
6. *Diversity and equality* must be promoted in all aspects of the recruitment and career management of researchers.
7. The sector and all stakeholders will undertake regular and collective *review* of their progress in strengthening the attractiveness and sustainability of research careers in the UK.



Supporting PIs is critical to implementing The Concordat



ERROR: stackunderflow
OFFENDING COMMAND: ~

STACK: