



News update

September 2011

The professional and career development of researchers in the UK remains a key focus of recent initiatives, including in the Research Councils UK strategy and the new Research Excellence Framework.

Vitae continues to work with all higher education institutions in the UK, playing a crucial role in supporting researcher development and with formal responsibility from April 2011 for leading the implementation of the principles of the Concordat to Support the Career Development of Researchers.

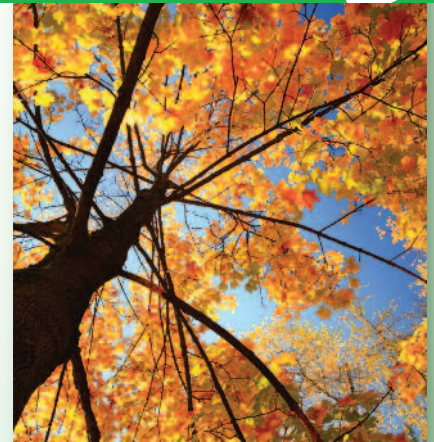
Against a backdrop of major change in the higher education sector, a recent Strategy Forum, jointly hosted by Vitae, the CBI (Confederation of British Industry) and Research Councils UK, identified priorities to inform future strategies and policies to secure the talent pipeline for employers (including higher education institutions) and develop research leaders of the future:

- the importance of increasing the absorptive capacity of business for research, researchers and innovation, particularly through people transfer
- finding ways for HEIs to engage effectively with small and medium enterprises, which increasingly will provide the majority of researcher employment opportunities
- increasing awareness of the value and importance of cross-sector experience for knowledge exchange and innovation, particularly through placements and work experience
- improving understanding and knowledge of researcher career paths and the capabilities and contribution of researchers across all employment sectors
- ensuring the supply of a highly-skilled workforce and sustainability of the UK research base by maintaining the capability and capacity of HEIs to train and develop researchers
- maintaining and improving the international standing and attractiveness of the UK for researchers, research-led companies and international businesses.

The importance of sustaining the capacity and expertise for researcher development within a fundamentally changing higher education system is a key focus for Vitae.

This newsletter provide updates on current activities and future plans.

We look forward to working with you.



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Researcher Development Statement and Framework

Researcher Development Framework

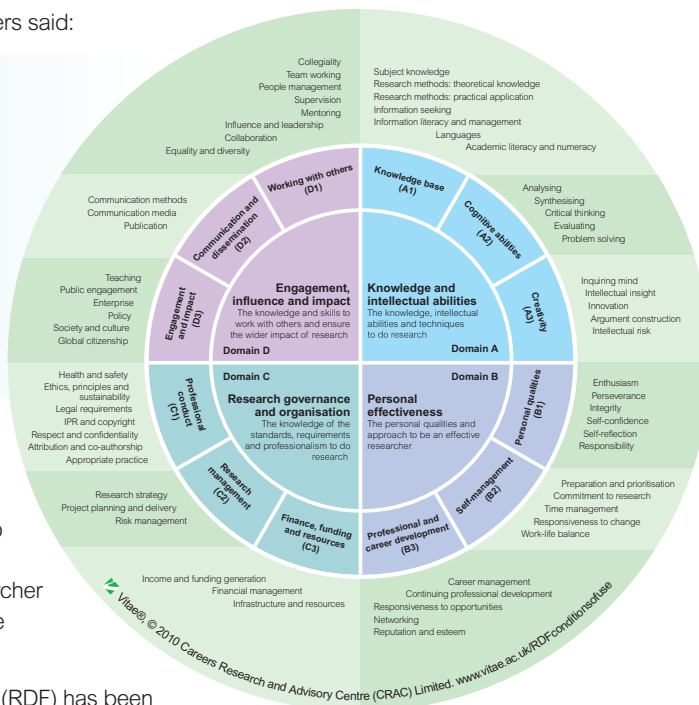
Professor Rick Rylance, RCUK Champion for Research Careers said:

“We are delighted to endorse the Researcher Development Statement. It is vital that we continue to support the career development of researchers to ensure that the impact they have on the economic and social wellbeing of the UK is truly felt. RCUK encourage research organisations to use the new Researcher Development Statement to underpin their professional development programmes for students.”

The final version of the Vitae Researcher Development Framework (RDF) has been released following extensive sector feedback and specialist input from the Equality Challenge Unit. A wide range of resources is now available to support the implementation of the Researcher Development Framework, including a briefing leaflet introducing the Researcher Development Framework to new users. Slides ‘Introducing the Researcher Development Framework’ are available online.

Interest in adopting the Researcher Development Framework (RDF) has been strong and Vitae has an online resource pack for staff supporting researchers including:

- ‘Review of implementation of the Researcher Development Framework by UK higher education institutions (HEIs)’ (Feb 2011), summarising HEIs’ initial responses, activities and future plans in implementation of the Researcher Development Framework, highlighting RDF implementation at strategic and operational levels and directly with individual researchers. Over 90% of those responding (50 responses to the survey, representing 42 HEIs, including ten Russell Group HEIs and seven 1994 Group institutions) stated that their HEI had already used or were planning to use the RDS and/or RDF
- ‘Mapping training and development provision to the Researcher Development Framework’, providing the Vitae methodology to align learning materials and programmes to the Researcher Development Framework
- Updated Researcher Development Framework graphics for HEI use, including conditions of use
- Targeted briefings on the Researcher Development Framework for senior managers, researchers and staff supporting researchers, available at the Vitae Conference, to complement the successful briefing pack for implementing the principles of the 2008 Concordat to Support the Career Development of Researchers
- Flagship Researcher Development Framework lenses focusing on a particular topic such as leadership, public engagement, enterprise and intrapreneurship and highlighting how the knowledge, behaviours and attributes of researchers can be applied or developed in these various contexts or environments (available at the Vitae Conference). The lenses illustrate the transferability of skills and experiences supporting career change, as well as helping researchers to identify descriptors relevant to the specific aspects of being a professional researcher. By the end of the year, lenses focusing on information handling and teaching will also be available



Empowering researchers to manage their careers is a key aim of Vitae. The following resources for researchers are available:

- An updated version of the Professional Development Planner on the Vitae website enables researchers to identify areas for professional development, create an action plan and record evidence of their progress.

“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”

Russell Bennett, Senior Lecturer and Postgraduate Researcher

- An accompanying screencast shows how to use the Professional Development Planner. It takes users through the process of using the Researcher Development Framework Personal Development Planner, highlighting the ‘How to’ guide, the report function and useful resources.

“The Researcher Development Framework screencast is really useful to give you an idea of how to use the RDF Professional Development Planner”

Emma Coonan, Information Librarian

Postgraduate researchers

Researcher Development Framework European Feasibility Study

Growing interest in the Researcher Development Framework goes beyond the UK and as a result the Vitae Researcher Development Framework is being trialled across Europe. A study, funded by the European Science Foundation (ESF), is assessing whether it is feasible to apply a generic 'framework for the professional development of researchers' across Europe based on the Researcher Development Framework. The study will involve researchers with varying lengths of experience of research, from a range of disciplines in six countries across Europe, including Germany and France, and will report in November.

Dr. Janet Metcalfe, Vitae said:

“This is an excellent opportunity to further validate the Researcher Development Framework by trialling its applicability across Europe.”

The feasibility study forms part of an ESF Forum project to encourage continuous professional development for researchers to enhance their employability inside and outside academia. The outcomes will contribute to achieving the European Commission's Europe 2020 Strategy flagship initiative 'Innovation Union'. This includes a focus on the training and development of researchers to ensure Europe maximises the investment in research and is able to translate outputs for economic and societal value.

Researcher Development Statement as a policy reference document

In their 'Statement of Expectation', EPSRC have referred to the Researcher Development Statement saying researchers will be expected "to develop the higher-level capabilities as outlined in the Researcher Development Statement".

BBSRC acknowledge the Researcher Development Statement in their Doctoral Training Partnerships call for proposals with:

“BBSRC also supports the development by Vitae of the Researcher Development Statement, which outlines the areas of professional development that research organisations should be addressing in their training programmes.”

Careers in Academia

This one-day programme provides researchers with the opportunity to investigate an academic career with a wide range of experienced and multidiscipline academics, in light of the current higher education environment. Participants develop an action plan during the programme. The next course will be held in Birmingham on 13 September.

“I cannot tell you enough how good this course was. Inspiring but also practical. The enthusiasm of the tutors was infectious”

2010 Participant

High demand for GRADschools

Vitae's flagship GRADschools are experiential learning courses designed to develop postgraduate researchers' transferable skills. Many researchers who attend the course have a transformational experience, empowered to take charge of their own learning and career.

GRADschools continue to be popular and the next one, to be held at Windermere on 11-14 October, is already fully booked with a waiting list, therefore we encourage early booking for places on next year's courses. Please see the Vitae website for next year's dates (not available at time of press) www.vitae.ac.uk/gradschools



What's Up Doc?

'What's Up Doc?', which is a forum for postgraduate researchers to exchange experiences of doing a doctorate and which was set up to provide a supportive community, has recently been launched. It succeeds GRADBritain, the magazine for and by postgraduate researchers in the UK. Contributors to the Forum were selected to participate in a training day to help them with their professional networking, communication skills, and international visibility. Scores of high quality posts and comments were a result of the day and a broader interest was evidenced by the many Twitter followers (including by Guardian Higher Education).

Postgraduate researchers and research staff

Leadership in Action

Vitae's most popular programme since its launch in 2009, this programme allows researchers (postgraduate researchers and research staff) to explore and develop their leadership skills. Participants have the opportunity to look at relevant theory, practice their unique leadership styles and receive feedback. The next programme will be held in Windermere on 22-25 November. Leadership in Action is available in one-day or three-day residential programmes.

“I attended the Leadership in Action course expecting to pick up a few tips, the odd insight. I left six inches taller, with increased confidence, team skills and satisfaction”

Participant, Leadership in Action

Planned Happenstance, more than a coincidence

Nine new career stories highlight approaches for managing careers in an uncertain world, exploiting chances and unexpected opportunities as a spark for creative career development. These stories, illustrating the planned happenstance theory of career development, are now available on the Vitae researcher career web pages and the Vitae Database of Career Stories, and supplement the wide range of career stories already available on the Vitae website.

“The two things that have had the biggest impact on my career have been money and curiosity. I believe in ‘planned serendipity’. I regularly go for coffee with people I don’t actually know, just to make a new connection”.

Sam Ladner, Research Consultant and Adjunct Professor

www.vitae.ac.uk/happenstance

The Collaborative Researcher

Collaboration is more than the icing on the research cake; it now lies at the heart of the research model for the 21st century. The course looks at the building blocks of the collaborative style of research: inclusive communication, cultural awareness, robust planning, negotiation and the ability to work effectively with others. Whether your collaboration is with another academic in your department, or partners from different subjects, sectors and countries, it will help you to develop winning strategies for connecting and working with others. The pilot, which ran in 2011, provided 35 postgraduate researchers and research staff with the opportunity to develop their collaboration skills. 100% of participants surveyed stated they would recommend this programme to other researchers. A second event will be held in January 2012.

Digital Researcher

Digital Researcher 2011 enabled researchers to make the most of new technologies in their research and included presentations and interactive sessions on subjects such as microblogging, RSS feeds, social networking and social citation sharing. Participants explored and developed the skills needed for research in an increasingly digital world and gained ideas for managing information. The event, oversubscribed and including over 100 online participants, was run in partnership with the British Library.

Much wider reach was achieved through audio from sessions being streamed to the Vitae website during the event. In the month before the Digital Researcher, Vitae published updates, advice and tips for researchers. Everyone was encouraged to join in with this online conversation either by posting on the Digital Researcher blog or by using the event hashtag (#dr11) on Twitter.

A podcast of the event, now on the Vitae website, presents an interview with Aleks Krotoski (BBC – The Virtual Revolution presenter) and feedback on the day is available on iTunes (search for Vitae) and on the Vitae website www.vitae.ac.uk/dr11.

An ‘impact cloud’, produced from user feedback, shows how participants reported the significance of the event:



Another Digital Researcher event is planned for early 2012. For the latest news and opportunities to get involved please visit www.vitae.ac.uk/digitalresearcher

Research staff

Advancing in Academia

Advancing in Academia is a one-day programme aimed at early career researchers to enable them to develop their individual career plans. Participants have the opportunity to hear from a senior academic about how they advanced their academic career and their career path, and will gain an understanding of the balance required between skills, achievements and building a professional profile. The next programme will run in Birmingham on 12 September 2011.

“A ‘realistic’ discourse on work life balance and challenges of being a successful academic”

2010 Participant

Research Staff Conference 2011

The Vitae Research Staff Conference is for members of research staff who are active in research staff associations or who wish to become so. Last year's conference focused on local and national research staff associations (RSAs). This year, the emphasis will be on consolidating our learning from setting up RSAs and increasing their impact, and on regional and international staff associations. The Research Staff Conference 2011 is planned for Thursday 3 November 2011 at the Queen's Hotel, Leeds.

Participants will discuss how research staff can get their voices heard more effectively in policy discussions, locally, regionally, nationally and internationally and share resources and best practice in setting up of local and regional RSAs, researcher engagement and increasing impact. Research the UKRSA has been undertaking will be launched at the Conference.

Careers in Research Online Survey and Principal Investigators and Research Leaders Survey

Career in Research Online Survey gathers data about working conditions, career aspirations and career development opportunities for research staff in higher education.

Interest in the Careers in Research Online Survey (CROS) 2011 has been strong this year, especially from Russell Group institutions. Forty six institutions participated with over 5,500 completed responses from research staff, representing a higher response rate than in 2009. There are strong consistencies between the demographics of the aggregate respondents in both 2009 and 2011 and, together with high confidence levels in the robustness of the results, the 2011 report is able to compare sector progress against the 2009 results and recommendations relating to the Concordat to Support the Career Development of Researchers. The results and full report will be presented at the Vitae Researcher Development Conference, 5-6 September. CROS will next run in 2013. www.vitae.ac.uk/cros

Run for the first time in spring 2011, the Principal Investigators and Research Leaders Survey (PIRLS) is designed to capture the views and experiences of principal investigators and research leaders on the skills and capabilities essential to their becoming research leaders and what the research leaders of tomorrow will need. Thirty three institutions participated with over 2,500 responses, representing an estimated response rate of 18%. The aggregate respondents reflected a representative sample of experience, age, gender and disciplinary profile of academic staff based on the HESA staff record. The results and full report will be presented at the Vitae Conference. PIRLS will next run in 2013. www.vitae.ac.uk/pirls

The outcomes of both CROS and PIRLS 2011 will be used to inform the three-year review of progress in implementing the principles of the Concordat. The results of this review will be presented to the Concordat Strategy Group in November 2011.

UK Research Staff Association

The UK Research Staff Association provides a collective voice for researchers at institutions across the UK, nurtures the development of local and regional research staff associations (RSAs) and informs and advises on research staff policy issues. Recent activities include:

- Regional RSAs being established in collaboration with Vitae regional Hubs
- A UKRSA action day, held by Vitae in February. This comprised training on project management and resulted in project plans for two research projects; 'RSAs Value for Money' and 'Analysis of Postdoctoral Research Funding', and resources for further workshops for research staff (reported on at the Vitae Researcher Development Conference in September)
- UKRSA representation on the Equality & Diversity Every Researcher Counts Steering Group and on the HR Excellence in Research Award panel
- Vitae supported UKRSA articles published in the 'HR & Training Journal' and journals of professional societies
- Invitations to members of the UKRSA to speak at conferences, including the Irish Research Staff Association Conference, Dublin, April 2012

For more information about the UKRSA or to get involved visit our website:

www.vitae.ac.uk/ukrsa

Supporting researcher development

Innovation and enterprise

Social enterprise

Social enterprise is an outlet for researchers' skills and attributes, and Vitae has produced, in collaboration with the University of the West of England, a suite of social enterprise training materials. These have proved to be extremely well received and are a great way to inspire researchers to consider social enterprise.

The resources include:

- a three hour development activity focusing on the identification of and possible solutions to societal and/or environmental problems in a framework that could feasibly be run as a social enterprise
- a two hour case study using a real life example of a social enterprise that was established as a spin-out venture from a UK university. The session focuses on the practical elements concerning the sustainability of social enterprises with a strong emphasis on creative problem solving
- video vignettes of successful social entrepreneurs that can be used in conjunction with these sessions.

The resources are available for free use by UK HEIs: www.vitae.ac.uk/socialenterprise

If you would be interested in attending a taster session on these materials please contact: resources@vitae.ac.uk

“I only had a vague idea of what social enterprise is all about, this inspired me to be more entrepreneurial in a way that is not about big profits for shareholders”

Participant feedback

Intrapreneurship: resources to embed intrapreneurial capabilities in researchers

Following the report 'Exploring intrapreneurship in researcher development' (2008), a continuing collaborative project between Vitae and nine HEIs, has focused on articulating intrapreneurial capabilities in academic and business environments and developing a set of new training materials for sector-wide use.

The resources are now available for free use by UK HEIs:

www.vitae.ac.uk/intrapreneurship

The training package includes:

- two development sessions introducing researchers to the concepts of innovation and intrapreneurship in an academic and non-academic context
- an intrapreneurial assessment form highlighting the capabilities and skills displayed by superior performing intrapreneurial early career researchers. The form enables researchers to reflect on their own intrapreneurial abilities and identify areas for development
- a series of academic and non-academic scenarios, derived from interviews, to highlight the capabilities and skills displayed by superior performing researchers and corporate intrapreneurs.

If you would be interested in attending a taster session on these materials please contact: resources@vitae.ac.uk

Events and resources

Career planning resources

Following on from our successful series of 'What do researchers do?' publications three recent studies commissioned by Vitae explore other aspects of the career planning processes of researchers. 'What do researchers want to do? The career intentions of doctoral researchers' (CRAC) highlights the career aspirations of 4,500 surveyed doctoral researchers, and 'From PhD to Researcher: becoming a researcher in HE' (HECSU) maps the journey into research and the specific transition from postgraduate study into higher education research. 'Straight talking: the role of non-specialist advice in career conversations for researchers' (University of Loughborough), explores the social capital that researchers rely on to make career decisions. Vitae is developing recommendations to assist the career planning process for researchers as well as advice for staff supporting researchers and PIs, from these reports and will provide examples of experiences from individuals and institutions. The reports will be published in the autumn.

Principal Investigator web section

A new web based resource, 'Leadership development for principal investigators', was formally launched at the Vitae Policy Forum in January. This was the culmination of a collaborative HEFCE funded project, involving eight universities with input from Vitae, Research Councils UK, Leadership Foundation for Higher Education, Association of Research Managers and Administrators and Universities UK, and many individual principal investigators from around the UK. Aimed at new or aspiring principal investigators, the pages offer guidance and support on a wide range of topics including project management, managing a research team, developing individuals and considering impact.

www.vitae.ac.uk/pi

Effective Researcher suite of resources

Building on the success of the Effective Researcher¹ programme, and in response to HEI feedback on the programme through the evaluation report, the existing two-day programme remains available to HEIs, and now a one-day condensed version of the programme is also available. Currently resources are being piloted through Vitae's regional Hubs and will be available later in the year. The complementary suite of programmes includes:

- **Effective Researcher: The Next 90 Days** – a one-day programme for those who are 6 to 12 months into their doctorate. It focuses on developing the supervisor relationship, engaging in the impact agenda, communicating their research to various audiences and career development beyond their doctorate
- **Effective Researcher: Making Progress** – a one-day programme for postgraduate researchers early in their second year of full-time (or part-time equivalent) doctorate. It focuses on critical success factors during the second year and managing the doctorate process
- **Effective Researcher: The End is in Sight** – a one-day programme for researchers in the final year of their doctorate. It focuses on what is required to complete the doctorate, recognising the skills they have developed during their doctorate and planning how to be successful in their job searching.

¹ www.vitae.ac.uk/effectiveresearcher

Vitae Connections: a UK-wide good practice sharing event for trainers and researcher developers

As a result of the Vitae Connections practice sharing event in November 2010 an e-community of 60 staff supporting researchers is working in collaborative special interest groups for sustainable researcher development activity. Coaching in researcher development and how coaching techniques could be used to make researchers more productive, motivated and confident, and to enhance their research and the overall research experience was taken forward as a result (April 2011). A gap analysis of current coaching activity in UK HEIs and internationally has been conducted with the intention to develop a suite of guidance materials around coaching for use by staff supporting researchers.

Vitae is organising another Vitae Connections event on 9 November 2011.
www.vitae.ac.uk/connections

Premia: insight into challenges faced by disabled researchers

Premia – making research education accessible grew from a HEFCE-funded project based at Newcastle University from 2003 to 2005 and aimed to improve provision for disabled postgraduate researchers, increase the number of disabled researchers at UK institutions and improve the quality of their experience.

Premia resources are now available on the Vitae website, having undergone an extensive review by the Equality Challenge Unit (ECU) to ensure they meet recent amendments to equality legislation. They provide an insight into challenges faced by disabled researchers, help disabled researchers address some potential barriers, and encourage the development of a more inclusive research community. www.vitae.ac.uk/premia

UKERC collaborative resource: Energy Islands

A case study that highlights to researchers the global challenges of energy consumption, sustainable development and climate change, whilst developing their negotiation, presentation and team working skills, has been developed by Vitae, working in collaboration with the UK Energy Research Council (UKERC). The case study was piloted with 50 participants at the University of Oxford and Swansea University and in June they were launched at the UKERC Summer School at the University of Warwick for 100 postgraduate researchers, including 50 international researchers.

The resource will be available for free use by UK HEIs at the end of this year.

“Good balance between technical and soft skills development”

“This week was the best and most helpful and realistic experience within my PhD studies”

Participant quotes

Revised Database of Practice

For those wishing to contribute case studies and search for examples of good practice, Vitae has launched a revised Database of Practice aligned to the Researcher Development Framework. It is now more user friendly, faster, more easily searchable and up to date. At launch, the new Database of Practice held 376 examples of practice. Institutions are invited to add examples of practice and contribute to a sector wide evidence base of researcher development.

www.vitae.ac.uk/dop

Supporting researcher development

Vitae Innovate

Vitae Innovate encourages innovation in the personal, professional and career development of researchers. Vitae Innovate delivers resources, events and activities that advance sector knowledge and understanding of researcher development issues to inform and develop sector capability. Vitae Innovate 2009 and 2010 project outcomes are published on the Vitae website at: www.vitae.ac.uk/innovate

Projects include:

- **Arts, Social Sciences and Humanities Policy Implementation Think Tank (ASHPIT)**, University of Nottingham
- **Emotional reflexivity training for doctoral students in interdisciplinary science Doctoral Training Centres**, Department of Education, University of Oxford
- **Using applied theatre to enhance a researcher's ability to engage with professional users in management and business**, Nottingham Business School, Nottingham Trent
- **Working creatively with sound and image: a collaborative, interdisciplinary learning workshop for researchers**, University of Edinburgh
- **Supporting part time researchers via multi-institutional researcher-directed clusters and on-line communities**, Cardiff University/South West and Wales Hub
- **Bill Law's 3 Scene Storyboarding: an innovative technique for supporting the career development of researchers**, International Centre for Guidance Studies, Derby University
- **Getting out more: contract research staff and public engagement activities**, Imperial College London Science Communication Group and Arizona State University
- **Non-Zero-Sum: developing a training resource to facilitate discussions on collaboration for researchers**, Dr Nathan Ryder
- **Facilitating research as a creative process**, Imperial College London
- **Open research: the application of e-knowledge tools in researcher careers training and development**, The Open University (OU)
- **Essential business skills for the low carbon economy: a bespoke programme for researchers**, University of East Anglia
- **Building impact into social science research**, University of Leeds
- **Researcher-led initiatives: generating frameworks for promoting a postgraduate researcher stake in researcher development**, National Union of Students
- **Win-Win: developing the transferable skills of research staff through mentoring**, The University of Sussex

Impact and evaluation

'What do researchers do? Doctoral career paths' and 'What do researchers do? Labour market information for researchers'

Two new 'What do researchers do?' projects augment the Vitae resources to empower researchers to make an impact in their career and enhance HEI provision of careers resources to support researchers.

- 'What do researchers do? Labour market information for researchers' provides a detailed resource of employment sectors and career opportunities for researchers and is shaping a new careers section on the Vitae website. This resource specifically highlights 15 employment sectors and 60 occupational destinations for doctoral researchers. The sector information includes an overview description of the sector with a commentary on the particular roles that doctoral graduates do within that sector as well as links to relevant occupations and sample employers. The occupational information contains an overview of the occupation as well as links to relevant career stories
- 'What do researchers do? Doctoral career paths' provides new information on the landscape of doctoral occupational clusters highlighted in 'Doctoral graduate destinations and impact three years on 2010'² using the recoded L DHLE data set. It explores the mobility of researchers between occupational clusters and identifies the most common career paths. Discipline specific paths and differences are also highlighted.

These resources complement other 'What do researchers do?' publications www.vitae.ac.uk/wdrd

²www.vitae.ac.uk/CMS/files/upload/WDRD_3_%20years_%20on_soft%20copy.pdf



Impact and Evaluation Group

Supported by Vitae, the Impact and Evaluation Group's mission is to 'propose a meaningful and workable way of evaluating the effectiveness of skills development in early career researchers'. Its priorities are informed by the Vitae Policy Forum and it reports annually to the Vitae Conference. During 2010/11, the Impact and Evaluation Group has been encouraging and enabling the sector to undertake evaluations of their professional and career development opportunities to a quality capable of peer-review publication. The Vitae conference has a research strand where examples of these papers will be presented.

The Impact and Evaluation Group also informs UK policies and practices relating to the evaluation of skills development of researchers, including:

- responding to the 'Hodge' review on the need for baseline measures post Roberts' ring-fenced funding
- the RCUK proposal for future monitoring of institutions' researcher development strategies
- the Concordat Strategy Group measures of progress and terms of reference for a three-year review of the implementation of the Concordat

www.vitae.ac.uk/ieg

Employer engagement: building sector capability

Vitae has put in place a capacity-building strategy which includes:

- Research projects to understand and map internships and placement for researchers
- Pilot activities undertaken by Vitae regional Hubs
- New Vitae website content for employers
- Targeted information for employers
- Increasing the Vitae network of employer engagement with researcher development

A series of events in 2011 will create, gather and disseminate best practice:

- **Understanding employer needs: an open space for discussion** – the main aim of this open-space discussion will be to work with employers to understand their needs. The open-space will identify and address questions about research careers from different perspectives. It will bring together a balanced mix of stakeholders of researcher skills to explore different emphases for different career paths. The Researcher Development Framework will be a central focus. Discussion will identify, from the industry/private sector perspective, what skills they really value and how they might influence how these are nurtured. There will also be input from researchers themselves, research supervisors and a wide range of staff supporting researchers. This event will be held at Queen Mary, University of London on 20 September
- **Models of collaboration in researcher development in Doctoral Training Centres** will explore different ways in which universities, disciplines and employers collaborate in researcher development (3 October)
- **Best practice workshop in employer engagement** will debate examples from around the UK. It will explore how best to work with employers and create effective networks in order to address UK business need, and launch new research on employer engagement, within an international context (8 November)

Placement and internship case studies

This project examines seven case studies of work placements/internships from the perspectives of the employer, researcher and academic facilitator, to understand the challenges and value from different points of view. Case studies evidence the impact of placements and internships in the development of commercial skills through work experience in a commercial environment ((online launch in September 2011), www.vitae.ac.uk/employers).

“Experience outside academia is now a vital component of an academic CV. Even if the researcher wants to remain in academia he/she will need partner support for their research applications”

Dr. Danielle Leahy Laughlin, Research Associate, University of Sheffield.

A review of UK researcher – business interactions

This study provides an understanding of the current range of opportunities for researchers to undertake interactions with employers or business partners outside higher education. The report will be available later this year.

Supporting researcher development

Hubs events and activities

The role of Vitae regional Hubs along with the Vitae central team in building, leading and supporting professional networks of stakeholders in researcher development has been instrumental in both stimulating and sustaining collaborative activity that meets specific regional needs. The Vitae regional Hubs support local institutions in policy implementation and make a significant contribution to the drive for excellence in researcher development provision.



Support for policy implementation

- Vitae takes a leading role in regional networks by raising awareness of researcher development policy and expectations across stakeholder groups. For example, Vitae's Hub Managers or Co-ordinators speak to university committees or strategy groups and share Vitae news, briefings and materials, as well as providing the benefit of their experience on policy and practice. Speak to your Hub Manager if you're interested in exploring this approach
- An important element of the support offered by the Hub is to facilitate cross-institutional sharing of approaches to implementing the Concordat, the Researcher Development Framework and to gaining the European Commission's HR Excellence in Research Award. Several Hubs have held events on implementing the Researcher Development Framework this year. Approaches are also shared through sessions at other Hub practice-sharing events and via members of the Hub network or advisory groups. At a spring event run by the Scotland and Northern Ireland Hub, institutions worked together to share approaches to apply for the HR Excellence in Research Award
- In their role as a conduit for sector colleagues to influence policy development by feeding back to policy makers, Vitae Hubs recently surveyed senior managers and staff supporting researcher development to inform a CBI, RCUK, and Vitae Joint Strategy Forum convened to consider future directions for researcher development

Promoting excellence in collaborative development and delivery models

- Vitae Hubs work to seed and support joint delivery of excellent cost-effective development for researchers. For example, the South West and Wales Hub encourages uptake of Vitae materials through the collaborative Effective Researcher courses in the region and recently ran a regional Broadening Horizons course for researchers from six institutions, facilitated by staff from two institutions. Getting involved in regional events is a great way to gather experience in delivering Vitae's off-the-shelf courses. Vitae course models and additional events for researchers form a collaborative training programme for researchers in the North West, run by a working group initiated within the Vitae Hub
- Mechanisms to support formation of cross-institutional collaboration have been trialled or implemented by regional Hubs. A simple but effective approach in the North West has been for the Hub Manager to negotiate access to existing institutional training places for regional researchers. A regional collaborative training exchange is being piloted by the Vitae Midlands Hub during 2011, aiming to foster a culture of openness and reciprocity. Nine universities from the Midlands network are taking part
- Some examples of support for current projects to produce exemplary researcher development resources include development and piloting of Engaging Researcher courses by the North West Hub and a forthcoming project: Global Researcher. An East of England Hub event gathered input from participants to an existing cross-institutional project on research integrity
- Vitae Hubs work with related relevant organisations to share networks, approaches, resources and expertise



Maintaining and extending professional networks around researcher development

- Hubs are seeking to engage non-HE employers in discussions and events centred on researcher skills. This year's Midlands and Yorkshire and North East Hub Public Engagement/Poster Competitions have directly involved local employers. A forthcoming Creative Industries event from the South East Hub aims to bring employers and researchers together
- A North West Hub workshop for supervisors and PIs, 'Developing Highly Successful Researchers', was heavily oversubscribed and had excellent feedback

- Mature regional networks of staff working in researcher development support roles have made for successful collaborative activity. New approaches to practice-sharing include highly interactive meetings, such as a recent Forum to generate links and share information which was provided by a South West and Wales Collaboration Swap Shop. A Collaboration Think Tank took place in August organised by the London Hub

Driving excellence in provision

- Access to tools, materials and models is facilitated by Vitae Hubs. For example, Ideas for Life, run by the Midlands Hub in April, showcased all Vitae resources and courses and offered a networking opportunity. Social enterprise, innovation, enterprise-focused and Leadership in Action resources were showcased at a recent South West and Wales Hub taster session. The Hub also promotes Vitae materials to specific stakeholder groups, e.g. through an established Careers Advisors Forum. 'In the spotlight' – web articles to showcase a specific resource – are available on the Vitae North West Hub web pages
- Development opportunities for staff working in researcher development support roles are welcomed by Hub networks. The London, East of England, North West and South East Hubs have recently run sessions around the effective communication of development opportunities to engage researchers in the South East with the East of England Hubs and the Yorkshire and North East Hub plan forthcoming sessions on advanced and creative facilitation respectively. The South West and Wales Hub provides 'Focus on' sessions to coincide with each of their network group meetings: the most recent have been Focus on.. Internationalisation and Focus on.. Resilience. Contact your local Hub to find out what's in the pipeline
- Facilitating the sharing of good practice in provision creates ideas and links and provides motivation to participants in regional activities. Feedback from the 2011 South West and Wales Hub Good Practice Conference: "the standard was far above average for most conferences in terms of information and networking opportunities". The successful Go Digital event in May, hosted at the British Library by the London Hub, focused on the practical application of new technologies to research. Feedback indicates that participants have translated learning into workshops for researchers as well as using it in day-to-day work and to design innovative approaches when bidding for project funding. Look out for a podcast from this activity

Concordat to Support the Career Development of Researchers

Since April 2011 Vitae has been responsible for coordinating the implementation of the principles of the Concordat. Vitae provides leadership and a single point of contact for both researcher development and the Concordat to Support the Career Development of Researchers agenda. Vitae works with Universities UK, the research funders and the supporters of the Concordat at a strategic level to enhance the benefits of good management and career development of research staff to the UK research base, society and the economy.

Vitae has responsibility for:

- supporting the Concordat Strategy and Executive Groups
- leading the implementation work programme, including managing the Careers in Research Online Survey (CROS) and the Principal Investigators and Research Leaders Survey (PIRLS)
- reviewing progress of the implementation of the Concordat three years after its launch
- managing the process for the European Commission's HR Excellence in Research awards.

The Concordat Strategy Group has agreed revised terms of reference and, through the work done at the Vitae Policy Forum 2011 and by the Impact and Evaluation Group, measures of progress for the implementation of the Concordat principles that will be used as the basis for the three-year review.



HR EXCELLENCE IN RESEARCH

HR Excellence in Research Award

Vitae has led a UK-wide process that enables UK HEIs to gain the European Commission's HR Excellence in Research Award, which acknowledges their alignment with the principles of the European Charter for Researchers and Code of Conduct for their Recruitment. The UK process incorporates both the 'QAA Code of Practice for Research Degree Programmes' and the 'Concordat to Support the Career Development of Researchers', to enable institutions that have published Concordat implementation plans to gain the HR Excellence in Research Award. The UK approach includes ongoing national evaluation and benchmarking. Currently almost 40 UK institutions have gained the award. The next deadline for institutions to submit for the award is 28 October. www.vitae.ac.uk/hrexcellencebadge

CBI, RCUK and Vitae Strategy Forum (June 2011)

Vitae together with the CBI and Research Councils UK hosted a Strategy Forum at the Royal Society on 13 June 2011 looking at the future of research within the UK and the implications for the professional and career development of researchers. It was attended by representatives from the UK Research Councils, funding bodies, universities, employers, researchers, professional bodies, and other UK stakeholders.

Participants identified six priorities and potential actions to inform future strategies and policies to secure the talent pipeline for all employers and develop research leaders of the future:

- the importance of increasing the absorptive capacity of business for research, researchers and innovation, particularly through people transfer
- finding ways for HEIs to engage effectively with SMEs, which increasingly will provide the majority of researcher employment opportunities
- increasing awareness of the value and importance of cross-sector experience for knowledge exchange and innovation, particularly through placements and work experience
- improving understanding and knowledge of researcher career paths and the capabilities and contribution of researchers across all employment sectors
- ensuring the supply of a highly-skilled workforce and sustainability of the UK research base by maintaining the capability and capacity of HEIs to train and develop researchers
- maintaining and improving the international standing and attractiveness of the UK for researchers, research-led companies and international businesses.

There was collective agreement of the value of providing further opportunities for continuing constructive dialogue between universities, employers and key stakeholders to take these priorities forward.



Vitae 2011 Researcher Development Conference

The Vitae 2011 Researcher Development Conference continues to enable dissemination of new practice and debate, providing an international focus and introducing a new academic research strand to recognise the growing body of research into the professional development of researchers.

The conference addressed the strategic and practical implications of the following themes:

- Sustaining and building institutional capacity for researchers' professional development to maintain research excellence
- Demonstrating the value of researcher development on research outputs, researcher careers, economic prosperity and society
- Policy developments relating to the doctoral education and employing researchers
- Sustainable practice to support researcher skills, professional and career development

All conference presentations will be available after the event at:

www.vitae.ac.uk/conference2011

The visibility of researcher development in UK higher education institutions' strategies³

HEI public strategic commitments to sustaining researcher development programmes and implementing the principles of the Concordat to Support the Career Development of Researchers⁴ were assessed following the comprehensive spending review in autumn 2010 and the end of the ring-fenced Roberts funding from the Research Councils to higher education institutions (HEIs) for researchers' professional and career development.

The websites of 40 HEIs, including all the Russell Group institutions (20), 1994 Group institutions (12), and others with relatively high numbers of postgraduate researchers (PGRs) and/or research staff (eight) were assessed to find publicly accessible commitments to researcher development.

Overall, 60% of the institutions reviewed in this study made a specific commitment to the professional development of researchers in their institutional, human resources or research strategies.

This report suggests that there is an opportunity for HEIs and other stakeholders to enhance the visibility of the professional development opportunities for researchers in the UK as part of their strategies to attract the best doctoral researchers and research staff, both nationally and internationally.



³www.vitae.ac.uk/CMS/files/upload/Vitae-The-visibility-of-researcher-development-in-UK-higher-education-institutions-strategies-2011.pdf

⁴www.researchconcordat.ac.uk

Working with other organisations



Every Researcher Counts: equality and diversity in researcher careers in HEIs

The Every Researcher Counts project to improve equality and diversity for research staff within the HE sector is funded by The Higher Education Funding for England (HEFCE) with support from the other HE funding bodies, and is being delivered by Vitae as an important element of our support for the Concordat. The project began with workshops at the Vitae Policy Forum 2011 to provide a high level specification of the resources and how they should be delivered to meet the needs of principal investigators.

HEFCE and all other UK funding bodies see this project as an important part of their implementation strategy for the Concordat to Support the Career Development of Researchers. The project aims to increase support for PIs in integrating equality and diversity into the management of research staff and raise awareness of equality and diversity good practice in researcher development. There has been strong interest and support for this project which has:

- developed a network of equality and diversity champions – almost 90 champions from across the UK by August 2011
- created resources and case studies for staff developers to embed in training provision for PIs and supervisors
- engaged champions in the development of resources through two regional workshops
- created a new information centre on the Vitae website
- held a national conference for senior managers, attended by around 100 senior staff, with keynote speakers: Nicola Dandridge, UUK; David Sweeney, HEFCE; Dianne Berry, Conference Chair and Chair of REF E&D Committee; along with senior managers describing innovative institutional E&D strategies.

A Scottish conference took place in Stirling on 26 August and the final event to launch the resources will take place in October in London.

Diary of events

September

12 September	Advancing in Academia for research staff, London
13 September	Careers in Academia for postgraduate researchers, London
20 September	Understanding employer needs: an open space for discussion, London
30 September	Creative Industries and Creative Researchers: How university researchers and creative industries can work together, Brighton, SE Hub

October

10 October	Exploring the latest Vitae training programmes session for staff supporting researchers, (venue tbc), NW Hub
11 October	Focus on... the RDF, London, joint Midlands and London Hub event
11 – 14 October	National GRADschool for postgraduate researchers, Windermere
13 October	Every Researcher Counts: materials launch, London
26 October	Effective researcher – effective progress, Milton Keynes, Midlands Hub

November

1 November	Doctoral Experience Symposium, Vitae, UKCGE, NUS and the British Library, London
3 November	Vitae Research Staff Conference, Leeds
3 November	21st Century research profiles: Using social media to benefit your research and research profile (PGR, RS, Supervisors), Liverpool, NW Hub
4 November	Effective researcher – the end is in sight, Milton Keynes, Midlands Hub
8 November	Best Practice in Employer Engagement, Birmingham
9 November	Vitae Connections 2011 – using Vitae resources to develop the skills and careers of researchers, Birmingham
14 – 16 November	(tbc) Leadership in Action, Leeds, YNE Hub
14 November	Distance Travelled: Sharing Practice and Progress on Researcher Development in Scotland and Northern Ireland, Glasgow, SNI Hub
22 – 25 November	Leadership in Action, Windermere
28 November	Train the trainer: public engagement, London, London Hub and ASHPIT
28 November	Managing your Academic Career for Women in SET, Loughborough University
30 November – 2 December	Focus on... the Digital Researcher, Bristol, SWW Hub
30 November – 2 December	Leadership in action for research staff, Manchester, NW Hub

December

w/c 12 December	Cross-cultural considerations in managing successful research teams, Manchester, NW Hub
12 – 14 December	Leadership in Action, Bristol, SWW Hub
12 – 14 December	Leadership in Action, Warwick, Midlands Hub
14 December	Good Practice workshop, Sunderland (tbc), YNE Hub
19 December	Careers Advisor's Forum, (location tbc), SWW Hub
TBC – December	Leadership in Action: one year on, London, London Hub

2012

January

	Vitae Policy Forum, dates tbc
30 January – 1 February	Collaborative Researcher, Nottingham

February

20 February	Digital Researcher, London
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Keep in touch

Vitae Hubs

Vitae has a network of eight regional Hubs. Each Hub has a Hub Co-ordinator and a Hub Manager and is hosted by a university in the region. If you would like to be on the mailing list to receive regional newsletters, email alerts and details of local events, contact the Hub in your region



- Vitae central team
- London
- Midlands
- Scotland and Northern Ireland
- North West
- South West and Wales
- Yorkshire and North East
- East of England
- South East

London Hub



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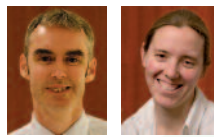
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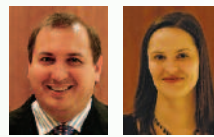
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