

Vitae in the global context of capacity building through researcher development



Increasingly success in research requires team rather than individual effort in complex research environments. Teams are often multidisciplinary, multicultural and multinational, stretching beyond the 'local' to international partners and including organisational expertise from research managers and researcher developers. The capabilities of staff involved in the research effort are fundamental to research capacity building in organisations.

Vitae supports over 200 organisations globally to build capacity to develop excellent researchers to grow research intensity and impact, bringing tangible benefits to research, innovation, society and economy. Our innovative programmes keep organisations at the forefront of the rapidly changing research landscape.

Vitae's professional expertise, wide-ranging resources and all-inclusive programmes have been meeting the needs of research organisations for over 40 years to strengthen and enhance the reach, impact and sustainability of research through building research capability and capacity. Our comprehensive knowledge and understanding of research and innovation ecosystems, and extensive networks, mean we can help establish, collaborate with and globally connect research organisations.

Vitae works with senior leadership to build organisational researcher development capacity, trains professionals in researcher development, mentoring and supervision, and delivers interactive and experiential professional development for researchers, bringing international perspectives to research leadership and talent development. The Vitae Researcher Development Framework (RDF), our internationally recognised framework, describes the competencies, attributes and behaviours of successful researchers, and underpins our approach to the professional development of researchers.

CASE STUDY 1 **Organisational capacity building**

Vitae drives the capacity building work of the CIRCLE programme in sub-Saharan Africa, supporting 100 Fellows from 29 institutions in 9 countries. CIRCLE aims to develop and retain the pipeline of climate change researchers and develop the talent and expertise essential to solve local and global challenges. Supporting all levels within the institution, strengthening policies and providing practical support Fellows receive training from Vitae to manage their careers, develop their competencies as successful researchers and prepare them for leadership. Institutions, have developed action plans to enhance researcher development capacity by improving the researcher working environment as well as institutional structures, mentoring and training capabilities. Funded by the UK Department for International Development, led by the Association of Commonwealth Universities (ACU) and the African Academy of Sciences (AAS), Fellowships enable early career researchers to spend one year in a host institution with expertise in climate change research.

CASE STUDY 2 **Organisational collaboration for capacity building**

Vitae, the Association of Research Managers and Administrators (ARMA) and the (ACU) have extensive experience in different aspects of institutional research capacity building in the UK and in developing countries, working collaboratively around the world to achieve impact and sustainable outcomes. Together our organisations are pioneering an integrated programme for research organisations, to augment capabilities within UK organisations to meet the demands of research leadership in international capacity building. The programme will explore the skills required by researchers to lead projects in these complex environments, including the management of diverse groups of researchers and professional research and researcher development support in organisations around the world.

CASE STUDY 3 **Organisational doctoral training capacity building**

A Vitae Virtual Graduate School (VGS) is building capacity in Spain disseminating doctoral training programme aims through a blended approach including face to face intensive training, webinars, online resources and networks. This professional development programme consists of an integrated and structured schedule of activities. There is a degree of flexibility to enable researchers to create their own tailored professional development programme, together with a series of compulsory activities, to provide them with essential development opportunities, support structures and engagement with their cohort. By the end of the programme there will be 176 doctoral graduates prepared to embark on different careers and a legacy Virtual Graduate School containing new resources matched to researchers' needs.

TRAINING

Training programmes covering:

- Professional development planning for researchers using the Vitae Researcher Development Framework, from training needs analysis to personalised action planning and development
- Supporting the first weeks and months of new doctoral researchers
- Enabling researchers to make effective progress in the middle stages of a doctorate
- Ensuring researchers successfully complete their doctorate and move on in their career
- Getting started as new research staff

Increasing organisational impact
Vitae Researcher Development Framework
and Vitae Membership

- Moving on and career development for research staff
- Supporting diversity in research careers
- Enterprise, impact, engagement and the open research environment
- Aspiring to leadership
- Supervision and mentoring
- Managing research
- Professional and career development webinars
- Train the trainer capability

CONSULTANCY

- Benchmarking and organisational gap analysis
- Strategy and policy development
- Talent management and development
- Training of trainers to build sustainable organisational capacity
- Doctoral training programmes

Increasing organisational impact
Vitae Researcher Development Framework
and Vitae Membership

- Employer engagement strategy
- Recognition of training, researchers and organisations
- Evaluation of the impact of professional development
- Partnering with organisations on international bids

INSTITUTIONAL CAPACITY BUILDING

- Consultation with senior managers to undertake a strategic gap analysis, and action planning
- Vitae Researcher Development Framework (RDF) - the knowledge, behaviour and attributes of successful researchers to underpin researcher development
- Development, management and delivery of comprehensive, tailored training and development for researchers
- Training and accreditation of trainers

Increasing organisational impact
Vitae Researcher Development Framework
and Vitae Membership

- Vitae Career Framework for Researchers Developers (CFRD) enables academics, trainers and administrators to build the relevant skills
- Vitae online resources provide professional development advice, practice-sharing videos and training material for principal investigators, research managers and supervisors in developing, mentoring and leading researchers

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