

# MINUTES

## UNIVERSITY OF GLASGOW

### Transforming Research Management Project Board Minutes of the meeting held on Wednesday 12 October 2011

**Present:** Mr. Robert Fraser, Director of Finance, (Convener)  
Professor Steve Beaumont, VP Research & Enterprise  
Ms. Joanne Hulley, Head of Research Support, Professor Muffy Calder, Dean of Research, College of Science & Engineering, Professor Catherine Schenk, Dean of Research, College of Social Sciences, Professor Graeme Milligan, Dean of Research, MVLS and Dr. Catherine Martin, College Secretary, Arts

**Apologies:** Professor Adrienne Scullion, Dean of Research, College of Arts

**Attending:** Mrs Diane McGrattan (Clerk), Ms. Julie Lee, Head of Systems Support & Development, [REDACTED] Deloitte Project Manager, [REDACTED], Partner, Deloitte, [REDACTED], HR/Organisational Design, Deloitte, [REDACTED] Process Re-engineering, Deloitte

#### Minutes of the Last Meeting

This was the first meeting of the Research Management Board.

#### Introduction and Background

Robert Fraser (RF) welcomed the Project Board to the first meeting and introductions were given from those present. He then summarised background to the project, covering the David Newall, Secretary of Court, review to solve issues between pre and post award with a view to creating a new interface to bring the people, processes and IT systems together combining the two functions of Grants & Contracts of Research & Enterprise (R&E Pre Award) and Research & Other Support Services – (ROSS Finance / Post Award) as one into the new Research Support Office. Joanne Hulley (JH) had been appointed to head up the Research Support Office in May 2011.

At the agreement of the Senior Management Group (SMG) Deloitte were appointed to review the research management process. A diagnostic exercise undertaken in March 2011 identified three systemic issues with research management: a widespread lack of trust in research management activities and individual teams; a lack of clarity over accountabilities and responsibilities for research management activity; and the observation that work is managed as tasks, rather than as an end to end process.

The objective of this phase was to undertake further work in order to:

- Propose how work should be segmented to deliver the most effective model of support;
- Identify the gap between the current and desired model of support;
- Present service objectives and design principles.

SMG approved Phase 3 of the project in September 2011.

A Deloitte project team was established to progress more detailed design work of Phase 3 along with a newly established Project Board to steer (Project Board includes the Director of Finance, VP Research & Enterprise, Head of Research Support, Deans of Research from the 4 Colleges, Arts, MVLS, Social Sciences and Science & Engineering).

RF put to the Research Management Project Board to think about the Project Board remit and Project Board Terms of Reference along with the frequency of Project Board meetings and proposed these should be every month. Following discussion about membership of the Project Board, it was agreed to extend invitations to other representatives, i.e., College Research Managers and 2 Researchers to represent “the customer”, from the ones who have large grants and large portfolios, to the “small hitters” to review the fast-track process. It was also suggested Gordon Scott, HR Policy Manager be invited.

Graeme Milligan (GM), MVLS suggested he would invite Alice Gee and Catherine Schenk (CS), Social Sciences suggested she would invite Louise Virdee to represent College Research Management.

██████████ Deloitte had picked up a general feeling around the University from their meetings and briefings to date, regarding the impact being felt by staff from the new SLP and new HR/Payroll system and sought support from the Board to avoid the contagion effect from other implementations. ██████ also advised that due to the SLP and HR/Payroll process teething problems and frustrations staff had advised her of, appropriate validation and testing should be built into the implementation plan. Muffy Calder (MC) reconfirmed the need for trialling and suggested “Use Case” as a methodology for trialling and testing the systems.

There was discussion about the new system purchased and high level initial timelines. RF explained that the current research system was built on Delphi, which is now obsolete.

MC said she would make contact with Southampton and Nottingham, for examples and endorsements of the software solution. Catherine Schenk (CS) also has contacts she would pursue.

The Project Board agreed they would be interested to hear of reports / endorsements from other institutions / Russell Group members who have undertaken process improvement and system change to pre and post award processes.

The Project Board flagged the importance of post-implementation, to include the handling of transitional issues, including, “who to tell” / clear protocols for reporting to repair, communications and engagement, roll out and escalation of issues and approach. The importance of Data Integrity (validation and migration is crucial) was noted, and the look and feel of new process would be important to the customer.

## **1.0 Deloitte Workstream updates and plans**

The Deloitte team gave an update on each of the workstreams

**1.1** ██████████ Deloitte gave an update on the approach to the Process Re-engineering workshops and would be looking for engagement at each of the workshops by inviting key people within Colleges and Services to help shape the process improvement for Grants, Contracts and EU Funding processes.

**1.2** ██████████ Deloitte gave an update on the approach to Organisational Design and would be working with JH and Gordon Scott (GS) and College HR representatives on job descriptions against the information from the staff survey.

**1.3** ██████ sought Board approval for the slowdown of the two work strands

- HR/organisational design
- Clinical trials (at the request of Professor Anna Dominiczak, Head of College, (MVLS and Dr. Carol Clugston, College Secretary, (MVLS)

This was agreed by the Board

## 2.0 Overall implementation plan and risks to delivery

The Project Board requested an "Aunt Sally Process" plan to review in detail with milestones they could discuss / agree on, and if this draft plan could be discussed at the next Board meeting (five/six weeks' time) and with a further request to have the draft plan circulated to the Board at least 10 days before the meeting (if possible), to give ample time for review to bring comments/suggestions to the Board meeting.

█ advised the Project Board this "Aunt Sally Process" plan would include Phase 3 and then Phase 4 and would include high level timelines, with questions about who will take forward overarching plan?

The Project Board advised that the implementation plan needs to ensure that academics are not disrupted from writing papers and submitting applications and that the requirements for REF also need to be considered.

## 3.0 Communications Approach

█ further advised that the users of the new process / systems would need further communications from the Project Board along with updates to re-assure confidences in new processes and systems.

### ACTIONS

- Project Board members, (or their nominated staff members), to send risks list to JH for project plan.
- Project Board members to review and agree remit for a Terms of Reference of the Project Board
- JH/Deloitte to produce high level project plan with milestones with risks
- Circulate high level project plan to Board members 10 days prior to Project Board meeting.
- The Dean of Research, MVLS (GM) & the Dean of Research Social Sciences (CS) to approach Alice Gee, MVLS and Louise Virdee, Social Sciences to invite them to attend next Board meeting and Diane McGrattan, Clerk (DMcG) to contact Gordon Scott, HR and send an invitation.
- 2 academic representatives to be invited to sit on the Research Management Project Board

## 4.0 AOCB

There was no other current business to report.

## 5.0 Date of Next Meeting

DMcG to seek Project Board members availability and send around a doodle poll to schedule next Board meeting to take place in / around 6 weeks' time, when the Deloitte recommendations would be available.

[Clerk's note: The next Research Management Project Board Meeting is now scheduled to take place on Wednesday 30 November at 9am, Room 422 on level 4 of the Sir Alwyn Williams Building]

Dean of Research MVLS (GM) left the meeting at 12noon, the Project Board meeting closed at 12.55.