



Transforming Research Management Project Board
 Friday 23 March 2012 at 09:00
 Room 305, School of Business & Management

Minutes of Meeting

Present: Professor Steve Beaumont, Vice Principal, Research & Enterprise
 Mr Robert Fraser, Director of Finance (Convener)
 Miss Alice Gee, Head of Research Administration, MVLS
 Ms Joanne Hulley, Head of Research Support
 Ms Julie Lee, Head of Systems Support & Development
 Dr Catherine Martin, College Secretary, Arts
 Professor Graeme Milligan, Dean of Research, MVLS
 Professor Catherine Schenk, Dean of Research, SS
 Mr Gordon Scott, Human Resources Policy Dev. Manager
 Professor Adrienne Scullion, Dean of Research, Arts
 Mrs Louise Virdee, College Research Administration Manager, SS

Apologies: Professor Muffy Calder, Dean of Research, SE.

Attending: Miss Sharon McCredie, Project Administrator (Clerk)

1. Minutes of the Last Meeting

Steve Beaumont (SB) noted a discussion on how the organisation design will be integrated and incorporated into the plan has been omitted from the minutes of the last meeting. The following to be added to the minutes from meeting held on 27 January 2012. "A discussion took place as to how the organisation design requirements will work alongside the system and process implementation plan. It was agreed that both parts should be dovetailed and completed in parallel." Minutes of last meeting dated 27 January 2012 were approved as an accurate record of the meeting with the addition of above.

2. Matters Arising

Actions from the last meeting were followed up as follows:

1. PI Steering Group update is included as an agenda item.
2. SB submitted the Deloitte Strategic Review paper to the meeting.
3. Joanne Hulley (JH) and Julie Lee (JL) met with Jane Townson to ensure REF requirements will be met within the new system. This meeting was positive and there are no issues to highlight.
4. JH met with the Heads of Research Admin. There are limited opportunities to backfill. Catherine Schenk (CS) raised concerns about duplicating work previously covered by Deloitte. JH agreed that there needed to be an element of duplication but this would be avoided if possible.
5. JH invited Karen Philips to attend workshops.
6. JL extended the project timescale to account for staff availability at workshops.
7. JL submitted the updated risk register at today's meeting.
8. JH to update Funder Intelligence document
9. KJ scheduled next meeting for Wednesday 02 May 12 at 09:00 in the Kelvin meeting room, 11 The Square.

It was noted that MC would be unable to continue as a board member as she was taking up the new post of Chief Scientific Adviser for Scotland. It was recommended that Joe Sventek replace MC on the project Board.

3. Review of Deloitte Strategy paper (appendix 1)

SB provided his report on the above mentioned paper to the Board members. He advised that he meets with the Deans of Research on a monthly basis to take forward Deloitte's Strategy Report's recommendations. Regular cross-College meetings are also taking place and positive case studies are being collated. The matrix on P56 of the Deloitte report is being used to prioritise actions. SB highlighted the following points in his report:

- *The "Database of knowledge and skills" was felt to have limited usefulness, in addition to being very difficult to develop and maintain. The use of social media was viewed as much less effective and productive than real workshops and network meetings, and will not be taken forward.*
 SB felt the recommendation from Deloitte was unhelpful but "Enlighten" may be utilised in future.



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- *Investment. Information for academic staff is to be compiled to communicate how the University supports large and small initiatives in research and how to gain such funding.*
SB questioned whether PI's are aware of the support structure which is currently available to them to develop research?
- *Processes. We will take forward more use of idea generation events:*
 - *Sandpits*
 - *Networking opportunities – in particular the Principal's receptions which could be themed and increased in regularity.*

SB advised the sandpit trials have been effective and the process should be rolled out. Networking opportunities have stalled due to current re-structuring, there is now a requirement to re-engage.

4. PI Steering Group

JH had provided an update to the members of the Steering Group and had requested their continuing support to the project. She had tried to arrange some meetings to progress this, but there was limited response to-date. JH informed the Board that she would follow up with the PI's on the steering group individually. She noted that Richard Harris (Social Sciences) would be unable to continue to support the project. CS suggested inviting Denis Fischbacher-Smith as a replacement. JH also noted that 2 of the members from Arts were on Research leave. AS to provide suggestion for replacements.

Graeme Milligan (GM) advised he is willing to speak to the PI's in MVLS if required.

5. Project Plan Update (appendix 2 & 3)

The project plan was circulated prior to the meeting and had been updated to incorporate the extended timescale requested at the previous meeting.

SB noted two potential issues:

- A termination notice has been issued for Delphi support which will cease in January 2013. There would therefore be an additional risk since the planned implementation of the new system was from December 2012 to March 2013.
- Reports required for REF will be required by August 2013 therefore it is imperative the system is fully implemented before then.

Process

Work has started on the process – see workshop update.

System

System specification work has started for the interfaces, beginning with HR, and no issues have been identified at this stage. AG flagged that some issues had been flagged regarding the accuracy of some of the data in CORE following migration and that it was critical that this was corrected. GS agreed to follow this up with HR.

SB asked if anyone had spoken to Ian Carter about issues he had encountered with the system. JL confirmed that she had and that the issues could be resolved by configuring the system correctly for our requirements.

CS commented that she had heard that there were some requirements that the system could not do. RF confirmed that there were no issues identified at present. RF asked CS to provide examples of issues identified.

SB reiterated that the new system will require extensive testing and at least be able to do what the current system does.

Organisation Design

A meeting has been held with the College HR managers to update them on the status of the project and to start looking at the requirement for the Organisation Design.

GS provided an overview of the key steps for developing and implementing the Organisation Design:

- Define the process and generic roles and capabilities for each step of the process
- Define and agree organisation structure and posts
- Assess impact on current structures and staff
- Transition staff into new structures
- Training and development
- Team development



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6. Workshop Status

JH noted that the initial workshops for the grants process were complete but there was still a lot of work to compile the draft process. JH advised that she would draft the process for grants and there would be follow-up sessions to validate with workshop attendees. The Grants process should be completed before work on the EU and Contracts processes would start. The draft processes will take account of the information gathered at the workshops.

JH noted some issues that had been raised at the workshop for the Board's consideration:

- Reason for rejection by funders – should this be captured on the system to provide feedback for improvement into application development?

CS, AS, and GM thought that it would be beneficial to capture this information in the system. SB thought that a list of options for improvements should be generated and prioritised.

- Project management – workshop attendees found it difficult to define Project Management requirements. SB suggested that the Project Manager role should be created to manage a portfolio of projects, which would release the PI's time to concentrate on research. The role could be funded from overheads and, where possible, from grant submissions. A portfolio may be for a single PI or across a group depending on scale.

JH to compile a list of issues/decisions required which have been raised at workshops.

7. Risk Register (*appendix 4*)

An updated risk register was tabled at the meeting. SB advised that the HESA financial return that would be used for the REF must be submitted by October 2013, and it is important that this is accurate because only a 5% error margin will be allowed. He was concerned that any slippage in the project timeline would impact on this. The following are to be added to the register and updated risk register to be circulated prior to the next meeting:

1. Interface issues – and impact of Delphi support terminating January 2013.
2. HESA reporting required by October 2013
3. System testing is scheduled for same time as selection of REF – impact on workload.
4. System functionality – ability to do what is required?
5. Data migration issues

The Board members were asked to notify any other risks that should be included in the risk register before the next meeting.

8. AOCB

HR Process Review

SB asked how the HR process issues were being addressed as he felt it was important for this be done alongside the research review. JH said that a number of issues relating to HR processes had been highlighted at the grants process workshops and the intention was to have a separate HR session involving the College HR managers and central HR staff.

RF confirmed that SMG had requested that the recruitment process be reviewed. RF & SB to discuss how this will link into the research project.

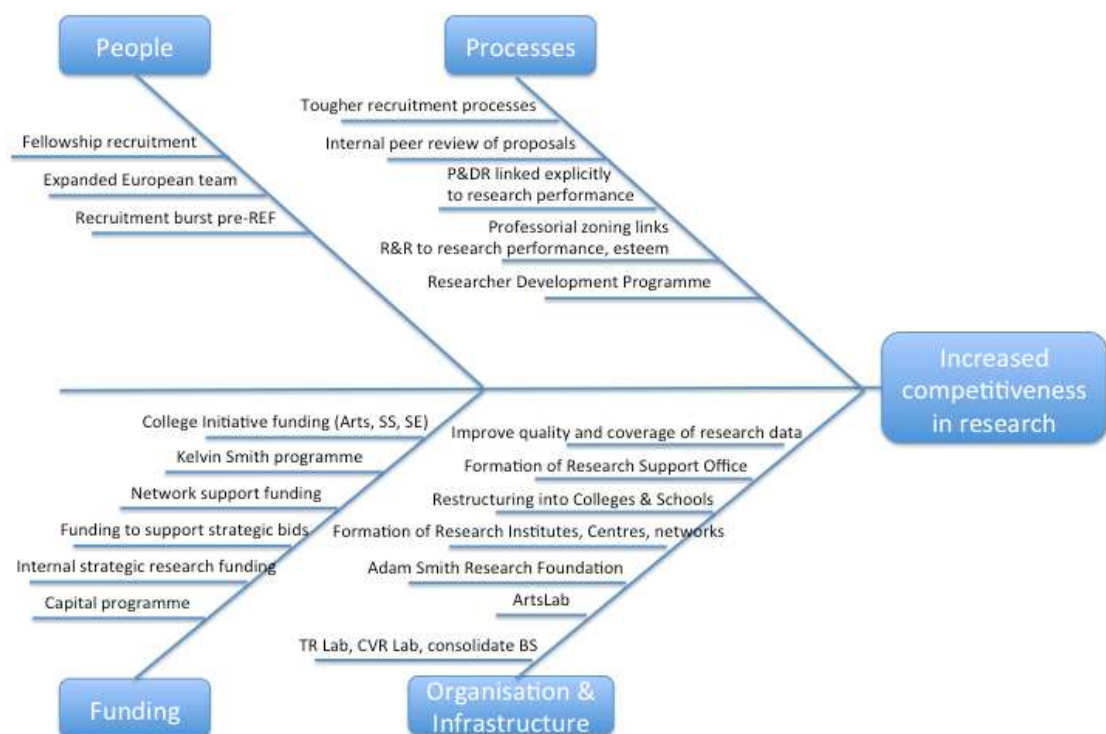
Actions

1. Invite Joe Sventek to join Board as a replacement for Muffy Calder **JH**
2. Update Funder Intelligence document **JH**
3. Identify Arts PI's to join PI Steering Group **AS**
4. PI Steering group – contact PI's to engage in project **JH**
5. Draft process for standard grants and validate with workshop attendees **JH**
6. Compile list of issues/decisions required which have been raised at workshops **JH**
7. Notify risks to be incorporated in Risk Register **All**
8. Update Risk register and circulate prior to next meeting. **JL**
9. Agree how the HR recruitment process review will link into the project. **RF/SB**
10. Liaise with HR to resolve data issues in CORE. **GS**
11. Forward specific system concerns raised to JL and JH **CS**
12. Confirm venue for next meeting and notify attendees. Meeting on Wednesday 02 May 12 at 09:00 – Venue confirmed: Kelvin meeting rooms, 11 The Square.

Strategic Research Development & Support

Report to Transforming Research Project Board 23rd March 2012

1. Deans of Research & VP(R&E) have been meeting monthly to take forward recommendations from the Deloitte's report on strategic research management and leadership.
2. Since the report was received two such meetings have taken place.
3. Minor criticisms of the report have been sent to Deloitte.
4. In general the group was satisfied that the report made a useful contribution on which to build further research development activities.
5. The group is using the matrix on p56 as a basis for future planning/actions with the exception of:
 - a. The "Database of knowledge and skills" was felt to have limited usefulness, in addition to being very difficult to develop and maintain.
 - b. The use of social media was viewed as much less effective and productive than real workshops and network meetings, and will not be taken forward.
6. The group has prioritized the following areas, categorized into Funding, People, Processes and Infrastructure in line with the fishbone diagram on p11 of the report (reproduced below):



7. **Investment.** Information for academic staff is to be compiled to communicate how the University supports large and small initiatives in research and how to gain such funding. This will cover:
 - a. Seedcorn funding
 - b. Fellowships
 - c. Support for major initiatives

- d. Funds to support development of collaboration including networks and internationalisation activities [*emphasis must be on the quality of the collaboration*]
 - i. travel / accommodation for visiting academics
 - ii. scholarships with option to spend time in industry / abroad (where appropriate)
- 8. **People.** In addition to supporting 'stars' (a term the group does not want to use publicly), the recruitment of leading researchers and potential leading researchers needs continued emphasis. Compilation of a list of existing leading researchers is in progress. For the future the group will work towards:
 - a. Ensuring existing leading researchers feel valued and are incentivised to stay (before they are planning to leave)
 - b. Prizes: nominating individuals for external prizes more systematically as opposed to creating internal prizes
 - c. Support for leading researchers:
 - i. investment funds to support the development of innovative ideas – trusting academics to undertake the research but ensuring that outcomes are monitored (agreed pot should be held within VP(R&E)'s budget to allow for institutional oversight)
 - ii. project management expertise for those with multiple projects to alleviate burden on 'leading researchers'
 - iii. ensure time available for research potentially at the expense of some teaching / admin load
 - d. Support for research active academics - bid development - especially technical writers which should be in-house rather than sourced for specific proposals
 - i. Training / Development / Mentoring: Developing future leading researchers - looking to Royal Society's Young Academy Programme and considering further Crucible-type events
 - ii. Developing 'soft' skills of academics (negotiation, collaboration, management)
 - e. Smarter targeted recruitment
 - i. identification of prospective new staff via scanning of externally available information – for example, fellowship awards, levels of funding, external prize recipients etc
 - ii. ensuring early checks of issues relating to employment
- 9. **Processes.** We will take forward:
 - a. More systematic promotion of the support available to academics in the development of ideas and applications. For example, funding is available at various levels within the University but no single portal through which staff can access details of where to go / how to apply.
 - b. More sharing of best practice between Colleges (via this group)
 - c. More use of idea generation events

- i. Sandpits
 - ii. Networking opportunities – in particular the Principal's receptions which could be themed and increased in regularity
- d. Better use of funder expertise / intelligence at College level
 - i. feedback from applications (in particular reasons for failure)
 - ii. identification of those with specific funder experience / expertise to advise those applying
 - iii. creating a database of academic staff who are on funder review panels, boards etc
- e. More support for academics in the develop of bids:
 - i. technical writing support (in house rather than bid specific)
 - ii. institutional boiler plate for applications

10. **Resourcing** this activity is a concern. Apart from the need to progress the priority actions, a recurring theme is the need to give more support to the most active academics and their groups; and to provide skilled grant writers to minimize the burden of authoring large, strategic grant applications in particular. We have never been able to support such activity in the past.

Ideally, the restructuring of research support would release the staff needed or create financial space to recruit them. In reality we need to deliver this resource more quickly. The group is actively considering how best to distribute this support between central services and Colleges with a view to making recommendations to SMG.

11. With a view to delivering the '**Matrix contribution for DOR**' recommendation:
- a. GM will take forward support for leading researchers
 - b. AS/MC will be responsible for the 'ideas generation' theme
 - c. CS will look after support and funding for collaboration.



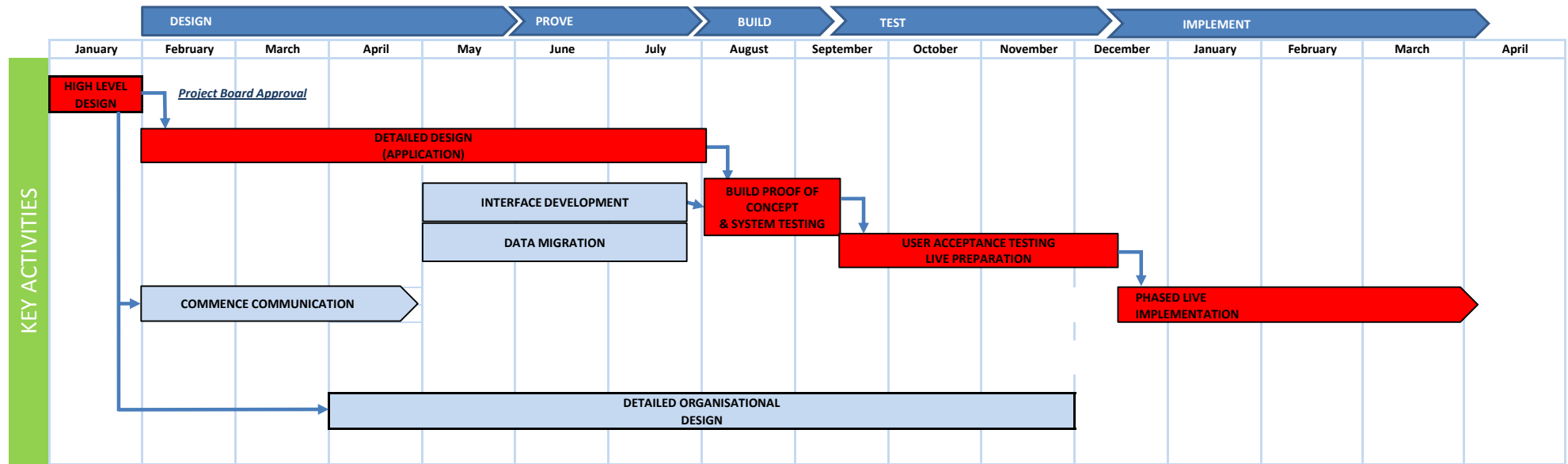
Project Status

<u>Activity</u>	<u>Completion date</u>	<u>Status</u>
Requirements Definition	31 st May 2012	In hand
Proof of Concept & Solution Design	3 rd August 2012	
System Development	14 th September 2012	
User Acceptance Testing	23 rd November 2012	
Live Preparation	14 th December 2012	
Phased Live Implementation from	17 th December 2012	
Live implementation complete	5 th April 2013	

Project Highlights

1. Requirements Definition workshops commenced on 8th February 2012
2. To date, workshops have been held covering all aspects of standard Grants awards processing. Workshops have yet to be held in respect of EU and Contracts awards.
3. All workshops have been well attended by a good representative cross-section of administrative users from across the University covering both colleges and central admin, and positive contribution has been made by all attendees.
4. Workshops for PIs are currently being arranged.
5. The results from the workshops are being documented, however many questions have arisen and there are many issues to be addressed and for which decisions need to be made.
6. Additional meetings/workshops will be required with other areas across the University to provide the level of detail required, eg HR workshop.
7. Based on concerns raised at the last Project Board meeting, the timescales for Requirements Definition, Proof of Concept and Design have been extended to enable these resources to be brought together, and allowing appropriate time for due and proper consideration of the issues raised and the solution required.

Julie Lee, 21st March 2012



This high level plan is based on MSP Project Plan v07 dated 14th March 2012 (SSD-RSS-00PM-02PLAN v08.mpp)

Risk Register

Risk Id.	Date Raised	Raised by	Date Last Updated	Event	Owner (Role)	Lik	Imp	Risk Value	Impact on Project Objectives	Mitigation	Contingency Plan	Date Closed
1	13-Jan-12	Project Charter	15-Mar-12	<p>Insufficient support from main supplier throughout the course of the project.</p> <p>28-Feb-12: Consultancy schedule agreed with key consultant</p> <p>15-Mar-12: Risk reviewed by PM; no change made.</p>	PM	2	4	8	Project Delay	Project Manager to maintain relationship with main supplier to ensure required support levels are achieved.	Seek alternative supplier for provision of required skills	
2	13-Jan-12	Project Charter	15-Mar-12	<p>Stakeholders not delivering a consensus of the business requirements within the required timescales.</p> <p>14-Mar-12: After discussion between SU and PM, timescales extended for Requirements Definition.</p> <p>15-Mar-12: Risk reviewed by PM - Still high risk activity - no change.</p>	SU	4	5	20	Project delay	Senior User, supported by Project Sponsor and Project Board, gains commitment from stakeholders.	<p>(1) Temporary suspension or delay of other tasks.</p> <p>(2) Backfill, or temporary reallocation of responsibilities.</p>	
3	13-Jan-12	Project Charter	15-Mar-12	<p>Full stakeholder agreement of revised organisational structures not achieved within the required timescales.</p> <p>15-Mar-12: Risk reviewed by PM - no change</p>	SU	2	5	10	Project delay	Effective engagement with stakeholders to ensure benefits of the new structure are fully and clearly communicated.	Provide support to staff on one-to-one basis where required	
4	16-Jan-12	Project Management	15-Mar-12	<p>Stakeholders not validating the solution design to the requirements within the required timescales.</p> <p>15-Mar-12: Risk reviewed by PM - no change.</p>	SU	3	5	15	Project Delay	Senior User, supported by Project Sponsor and Project Board, gains commitment from stakeholders.	<p>(1) Temporary suspension or delay of other tasks.</p> <p>(2) Backfill, or temporary reallocation of responsibilities.</p>	