



UK Research  
and Innovation

# Supporting people and teams

Nik Ogryzko

UKRI Talent and Skills

# UK Research and Innovation

UKRI convenes, catalyses and invests to build a thriving, inclusive research and innovation system.

We support people and teams through:

- Our role as a **funder**, direct and indirect investments in the people doing the work
- Our role as a **policy organisation**, working with the community to drive positive changes in research culture
- Our role as an **employer** of people working in research and innovation at the institutes and facilities that we manage.

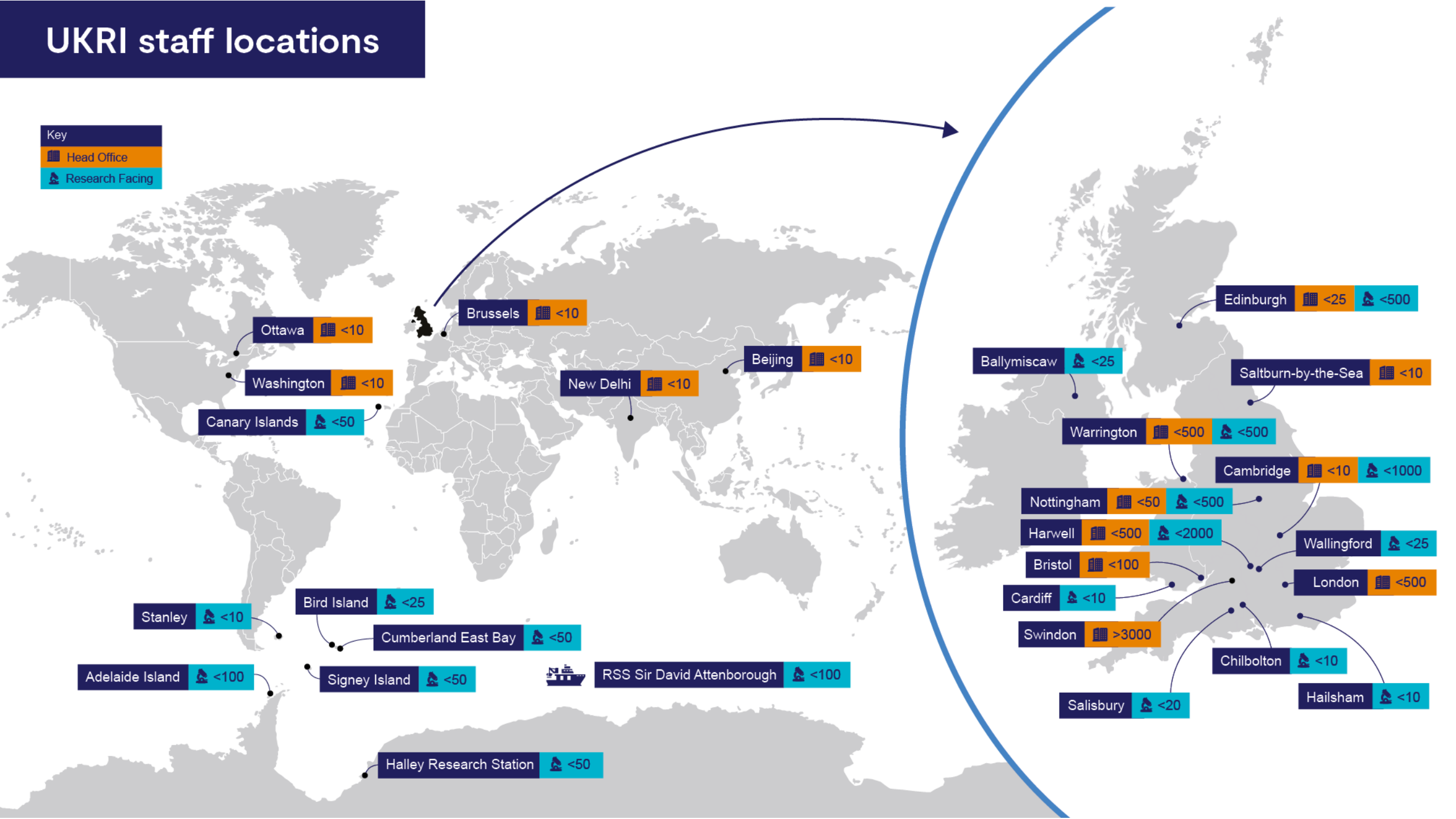


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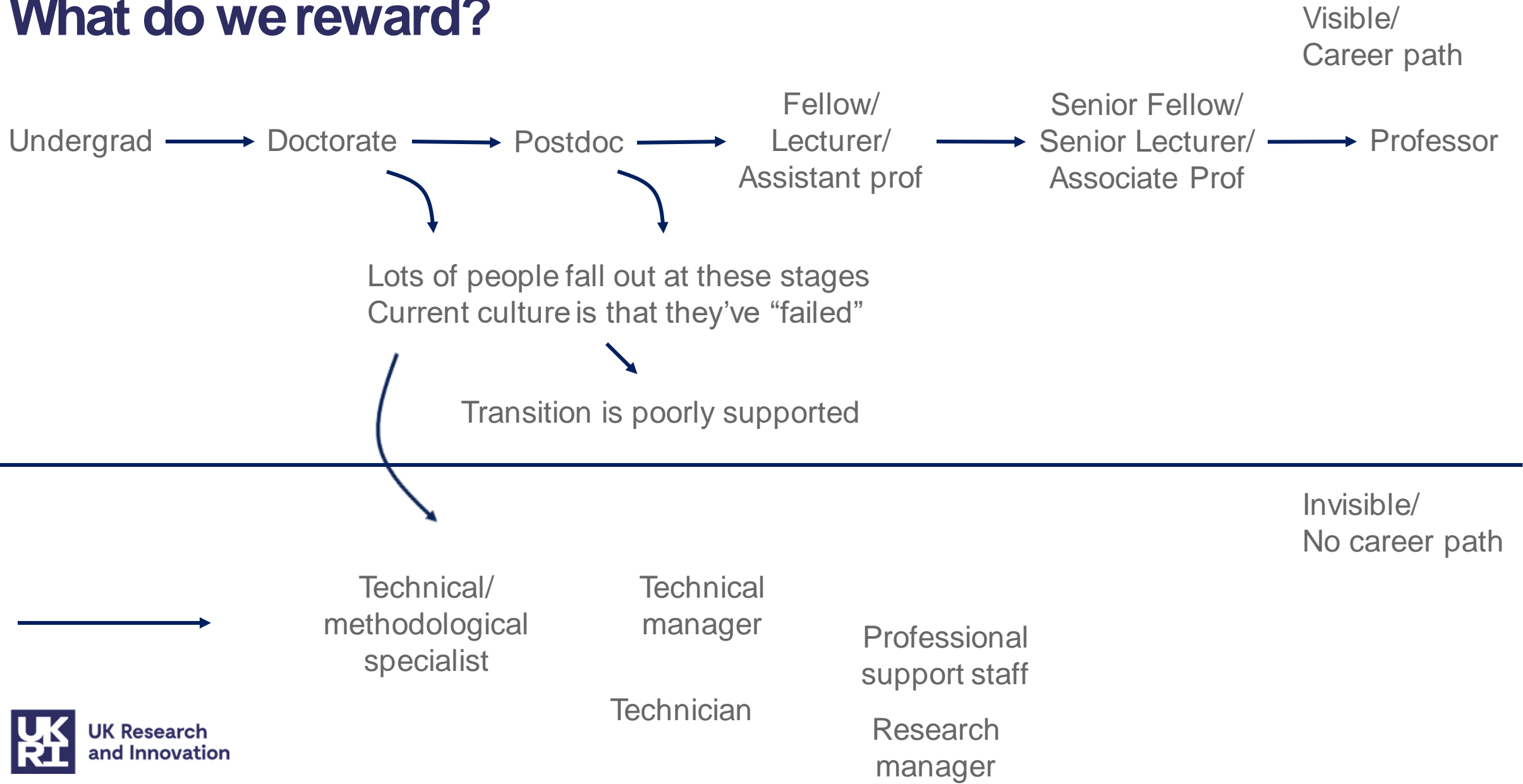
# UKRI staff locations

Key

- Head Office
- Research Facing



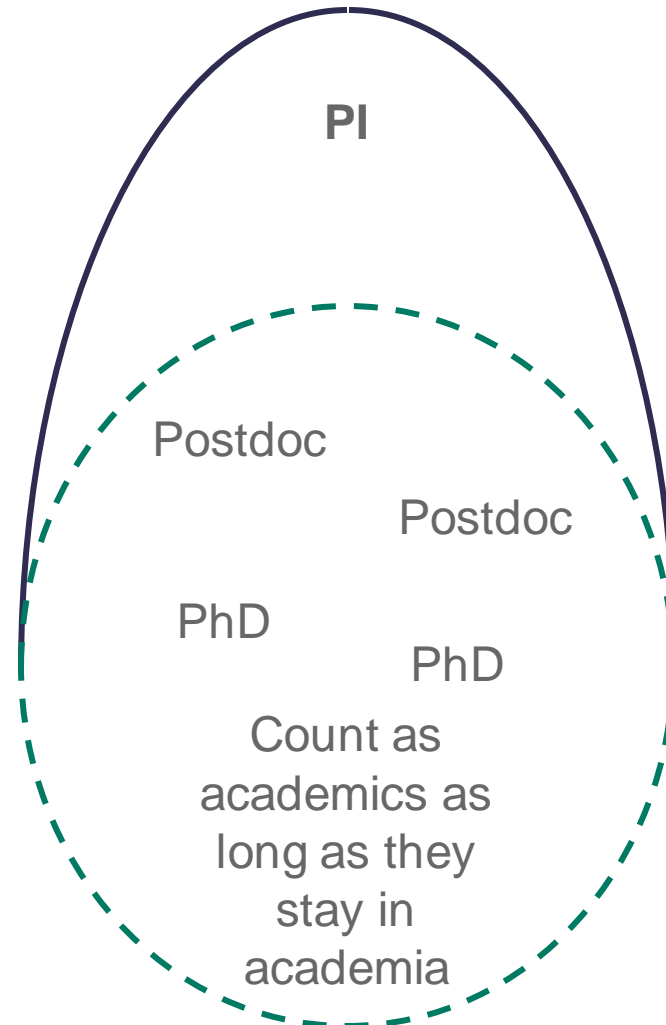
# What do we reward?



# How does this shape culture?

Academics

Everyone else  
(second class  
citizenship)



## What does good look like?



Gros Michel - "Big Mike"

- Higher Isoamyl-acetate concentration
- Thicker skin (less bruising)

## Avoid monoculture



Cavendish

## Core aspects of culture

Equality, Diversity and Inclusion

(including diversity of career backgrounds and roles)

Psychological safety

Understanding the why

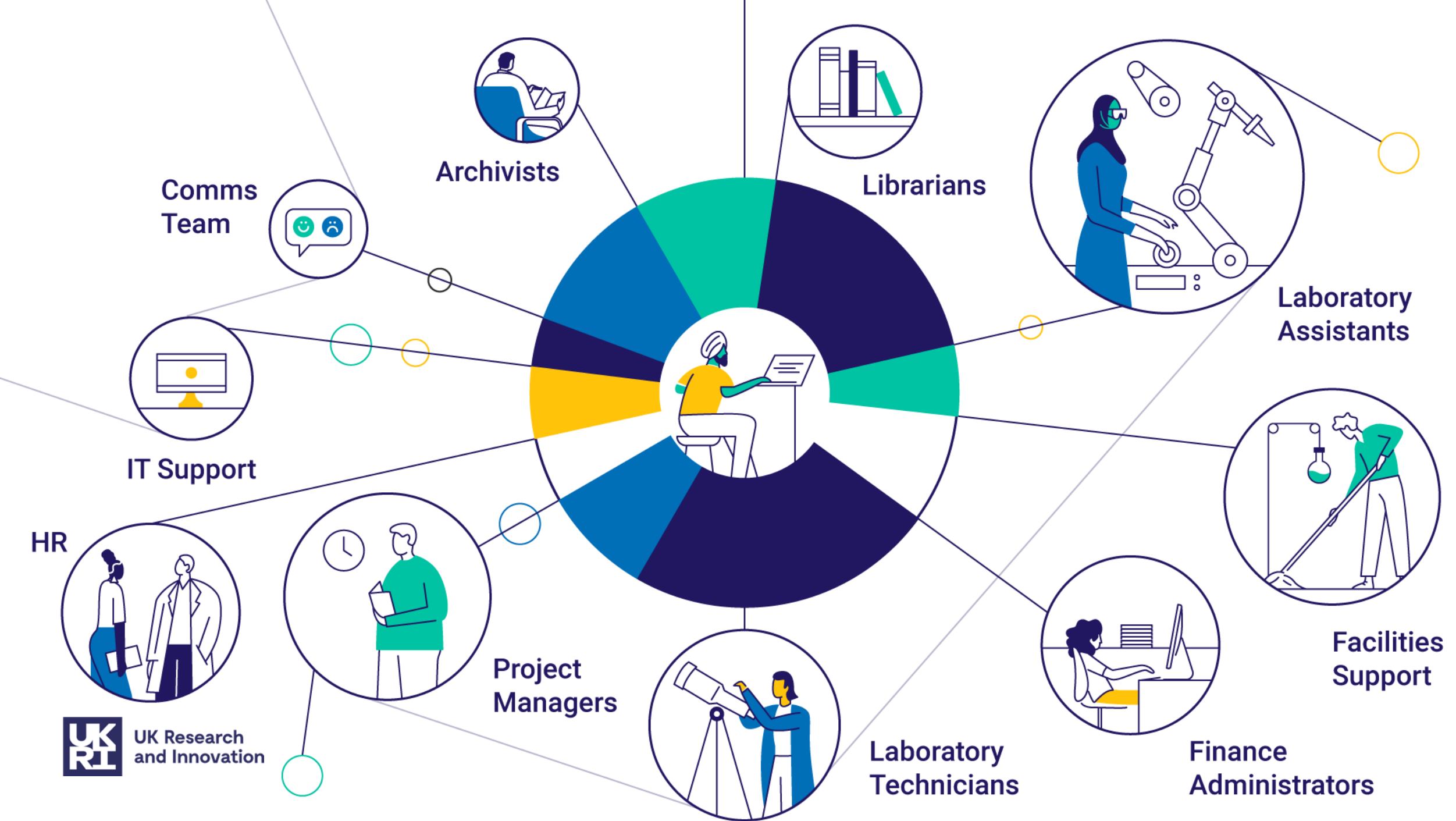
what is the wider context of the work?

building connectivity across silos

Rewarding more than publications



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Comms Team

Archivists

Librarians

Laboratory Assistants

IT Support

HR

Project Managers

Facilities Support

Laboratory Technicians

Finance Administrators





# Investment in people

2022-2023 financial year, we supported:

Doctoral students ~ 28000 (by number)

Principal Investigator ~ 1400 FTE

Co-Investigator ~ 2300 FTE

Fellow ~ 1400 FTE

Researcher Co-Investigator ~ 900 FTE

Researcher ~ 15100 FTE

Technician ~ 1900 FTE

Other ~ 1900 FTE

+ £2.694 Bn research, knowledge exchange, and capital funding

+ Indirect and estates costs on eligible UKRI grants



# UKRI strategy

## Objective 1: World-class people and careers

Making the UK the top destination for talented people and teams.

### Priority 1.2: Develop the breadth of skilled people and teams essential for the future R&D workforce

We will:

- Incentivise **diverse, flexible careers**, so that people can pursue great ideas without barriers, moving easily between disciplines, sectors, business and academia.
- Improve support for the **wide range of people, skills and roles necessary for research and innovation to thrive**, working with the sector to **ensure visibility, recognition and career development pathways for everyone** involved in delivering and realising research and innovation outcomes.
- Pivot our skills and training provision to ensure researchers and innovators are equipped with the breadth of professional, entrepreneurial, and **technical skills needed for a wide range of career options**, including through collaborative training in partnership with business.



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# UKRI People and Teams action plan March 2023

# Assessment: what we reward



Incentivise supporting people and teams through how we assess and award funding.

Actions include:

- Eligibility for grants
- Reducing barriers and encouraging diversity of ways to build teams
- Better data collection of who works on a grant and how they contribute
- Assessment criteria, guidance and processes to recognise people development as a research output
  
- Widening our assessor pools

# Expectations and assurance: being clear about what we're investing in

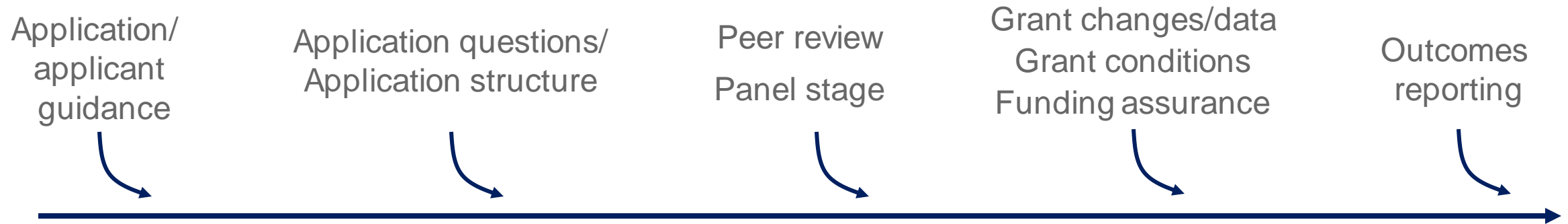


Expectations, terms & conditions and assurance for the environments we invest in to ensure outputs are robust, high quality and high integrity.

Actions include:

- Policy and/or T&C's to ensure and encourage:
  - Training and development
  - Appropriate resourcing on grant applications
  - Institutions to develop a diversity of staffing models for grants
- Assurance of our non-financial grant terms and conditions

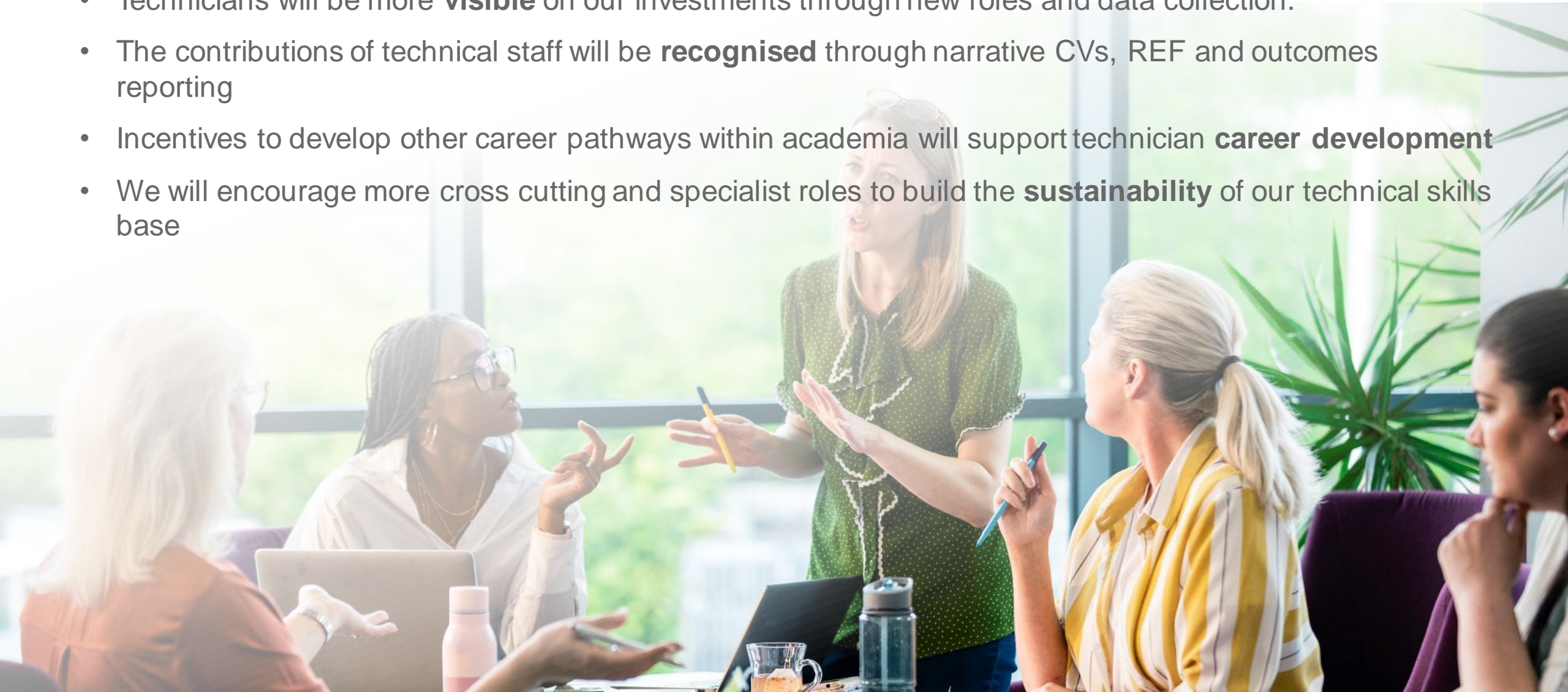
# Intervention points – grant lifecycle



- Who can apply and what we tell them we're looking for
- What we ask for in an application
- What we ask our assessors to value
- How we manage investments
- People as one of our outcomes

# How will our plan support technicians?

- Technicians will be more **visible** on our investments through new roles and data collection.
- The contributions of technical staff will be **recognised** through narrative CVs, REF and outcomes reporting
- Incentives to develop other career pathways within academia will support technician **career development**
- We will encourage more cross cutting and specialist roles to build the **sustainability** of our technical skills base





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# Thank you

Talent@ukri.org

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