

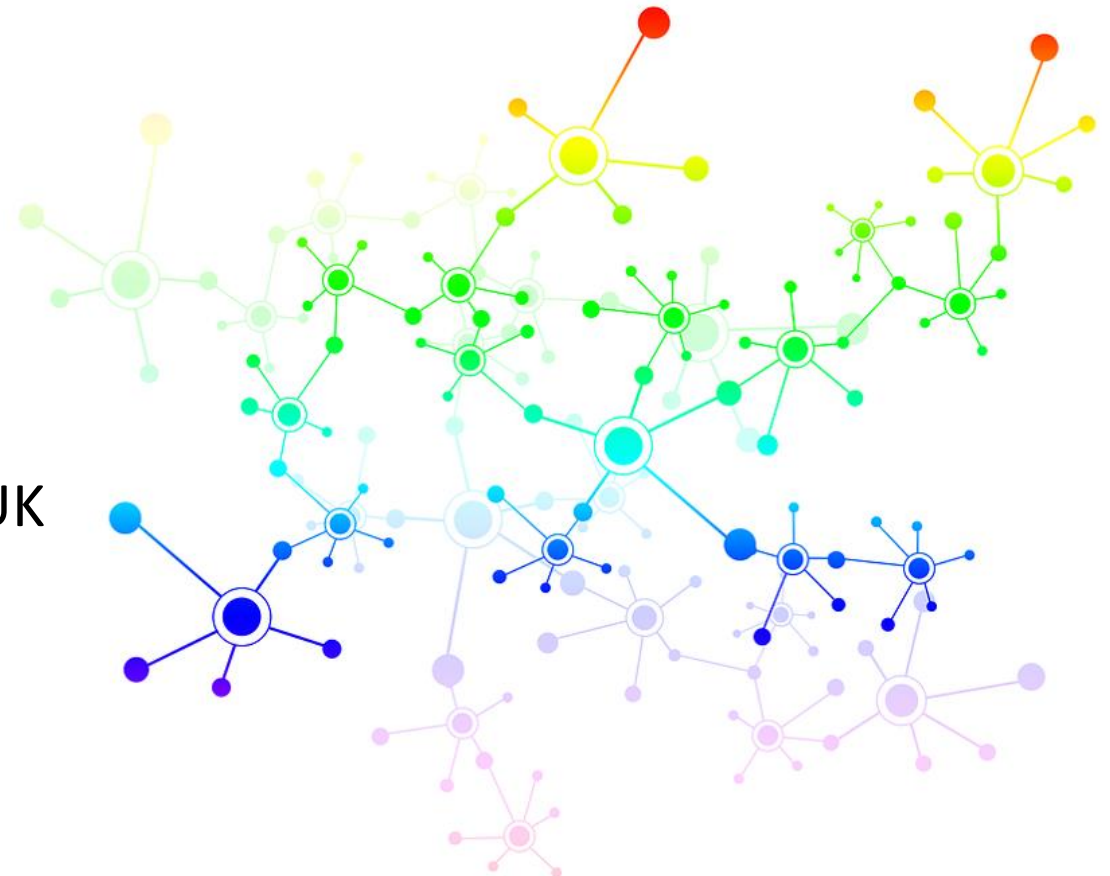
Reward & Recognition in UK Higher Education

Prof Cat Davies

Dean for Research Culture, University of Leeds, UK

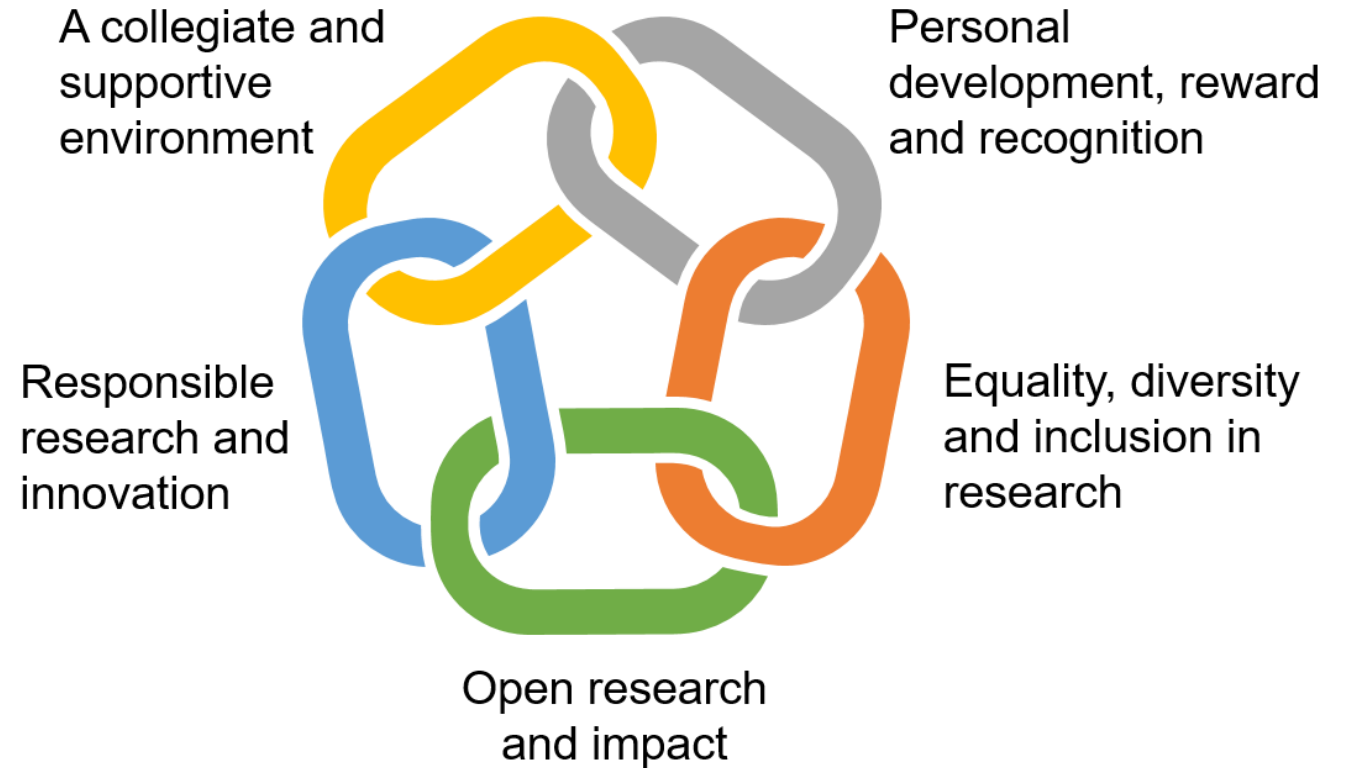
Member of the N8 Research Culture group

26 September 2022



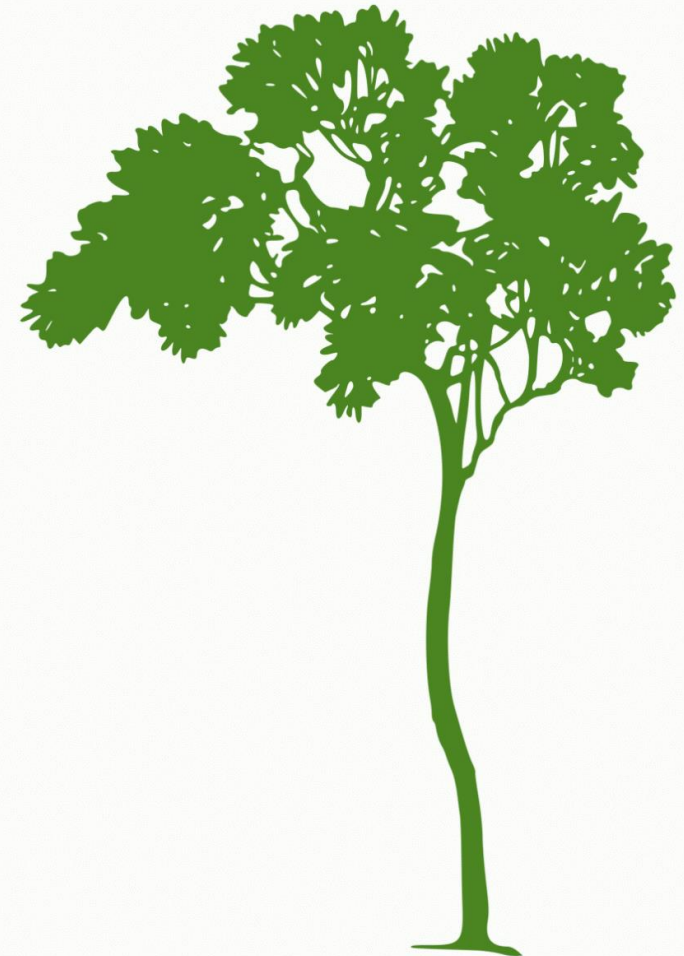
Building our Research Culture

- Research Culture [statement](#)
- Our commitment to five broad themes to promote a more supportive, inclusive, and collaborative environment:



Aims and Overview

- Definitions
- Overarching call:
 - ✓ Ensure basic entitlements are in place
 - ✓ Diversify what's rewarded
 - ✓ Ensure forms of reward are varied and meaningful
- Role of R&R
- What is rewarded?
- How is it rewarded?
- Who is rewarded?
- Easy wins and take-aways



Not R&R: Basic entitlements

- Compensation
- Wellbeing and safety
- Benefits
- Development
- Autonomy

Good salaries, holiday allowance, overall job security, and opportunities for development and progression are important aspects of staff's experience.

Staff also appreciate when their managers recognise their strengths and empower them to do their best. They like it when they can get on with their jobs in a trusted and autonomous manner.



Difference between Recognition and Rewards

Rewards



- Tangible
- Rewarding accomplishments or milestones
- Monetary and non-monetary
- Top-down

Recognition



- Intangible
- Encouraging more of the same behavior; aims to change the company culture
- Non-monetary
- Top-down and peer-to-peer



Why recognise and reward?

- Drives behaviours (+ and -)
 - Recognises and encourages a diversity of skills and interests
- Attracts and retains the best colleagues
- Helps colleagues allocate their time effectively
- Maintains satisfaction, morale, and wellbeing
- Communicates research activities and outcomes
-



What is rewarded?

Section A

Please address all criteria in this section to demonstrate that:

RIA1	You have an established reputation for innovative research or for the application, translation and impact of your research beyond the academic arena.
RIA2	You have played a clearly identified role in obtaining the resources to successfully undertake significant research projects, which may be through bids for grants or other awards as appropriate to the discipline.
RIA3	You have a sustained record of academically excellent research outputs as evidenced within an international context.
RIA4	You play an active role in the wider academic or professional community, making a contribution to internal/external networks to facilitate the development of the discipline.
RIA5	You carry out effective PhD student supervision, where appropriate.
RIA6	You contribute to the strategic direction of research and innovation within your school, faculty or subject area.
RIA7	You have a sustainable research plan for research which reflects the University's direction.
RIA8	You make a high quality contribution to taught student provision and the student experience, providing effective personal tutoring or other support and guidance to students.
RIA9	You provide leadership and direction to a body of people or an area of work.

What kinds of research activity are currently rewarded in your School?

A word cloud visualization showing the frequency of various research activities mentioned by respondents. The words are arranged in a network-like pattern with lines connecting related terms. The most prominent words are 'grants' and 'impact', both in large blue font. Other words include 'papers', 'self reported measures', 'none', 'income', '4-star-papers', 'significant grant awards', 'impact-case-studies', 'grant capture', 'published articles', 'publications', 'refable outputs', and 'impact case studies'.

papers

self reported measures

none

income

4-star-papers

significant grant awards

impact-case-studies

grant capture

published articles

publications

refable outputs

grants

impact

impact case studies

What kinds of research activity would you like to see rewarded?



A word cloud visualization showing various research activities. The words are arranged in a circular pattern, with 'mentoring' and 'public engagement' being the most prominent. Other visible words include 'grant submission', 'peer reviewing', 'team building', 'junior mentoring', 'support for ecrs', 'policy engagement', 'sharing expertise', 'supervision', 'phd completions', 'phd supervision', 'masters projects', 'peer-mentoring', and 'working with industry'.

peer-mentoring
working with industry
masters projects
phd supervision
grant submission
peer reviewing
mentoring
phd completions
team building
public engagement
junior mentoring
support for ecrs
policy engagement
sharing expertise
supervision

Room for everyone's talent

towards a new balance in the recognition and rewards of academics



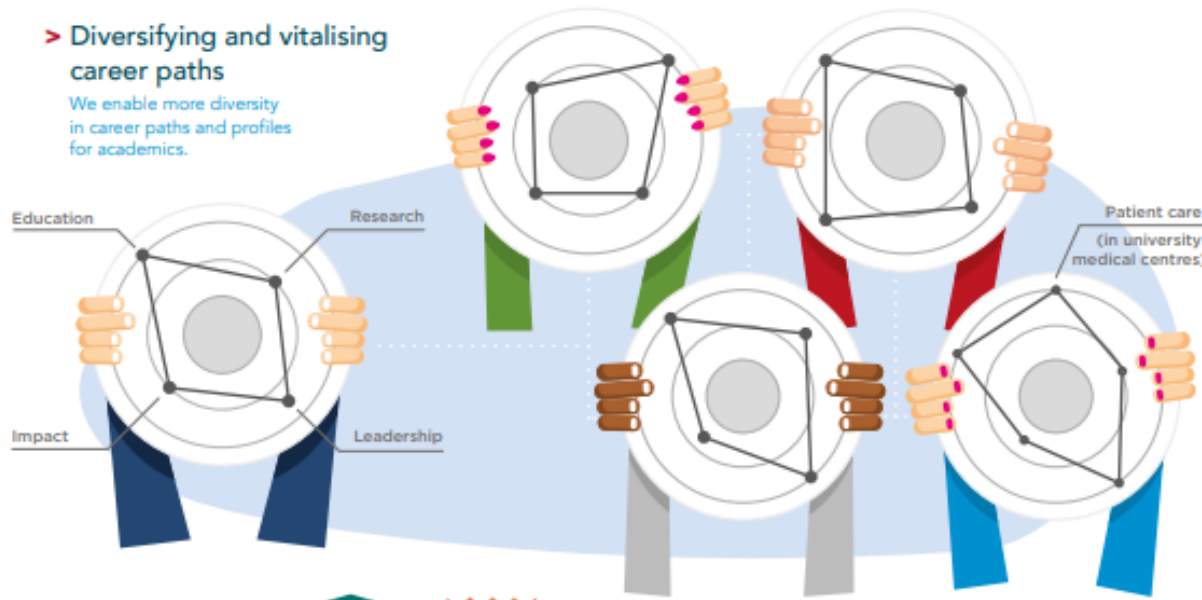
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> Diversifying and vitalising career paths

We enable more diversity in career paths and profiles for academics.



> Achieving balance between individuals and the collective

We assess academics based on both their individual and their team performance.



> Focusing on quality

In our assessments of academic performance, we increasingly focus on quality, content and creativity.

> Stimulating open science

We encourage academics to share their research outcomes with society.



> Stimulating academic leadership

We stimulate good academic leadership at all levels.

R4R-like CV

Prompts researchers to frame their contributions to ...



... the generation and flow of new ideas, hypotheses, tools or knowledge

e.g. skills acquired from past research projects, key outputs such as data sets, software, and research and policy publications.

... the R&I community

e.g. across disciplines, institutions, and / or countries, commitments such as editing, reviewing and committee work, positions of responsibility, aiding improvement of research integrity or culture, or strategic leadership in influencing a research agenda.



... research teams and the development of others

e.g. management, supervision, or mentoring critical to the success of a team or its members, or strategic leadership in shaping the direction of a team, organisation, company or institution.

... broader society

e.g. engagement across the public and/ or private sectors or with the wider public, research which has contributed to policy development or public understanding, other impacts across research, policy, practice and business, and other research users.



How is research rewarded?

- Career promotions
- Accelerated increments
- Bonus payments, e.g. Exceptional Contribution Payments; Discretionary Awards
- Smaller monetary awards for specific achievements
- Public acclaim, e.g. in [comms](#), [awards](#), book launches, informal public thanks
- Prestigious (often monetary) prizes
- Whole-group 'treats', e.g. events, meals
- Time-based rewards, e.g. workload reduction for colleagues with more externally funded research commitments
- Fair attribution, e.g. via [CRedit](#)
- Conversations during annual review processes
- Recommendations for development opportunities (e.g. School/ Fac/ Uni roles)

Research Culture Awards 2022

Uni Leeds Staff @UniLeedsStaff · Jul 20
🏆 Winners of our inaugural Research Culture and Engaged for Impact Awards have been announced.
🌍 Find out who won, and discover how we're showcasing the achievements of those helping transform lives and make a real difference across the globe. 📺

forstaff.leeds.ac.uk/news/article/7...



Mathew Tata @maj_tata

Everything is right about this:

Rewarding efforts to enhance [#researchculture](#) with the same pomp and acclaim expected for research outputs and accolades. And opened by the Chancellor too!

Kudos [@ResCultureLeeds](#) [@UniversityLeeds](#)



Alistair Quaile @aliquaile · Jul 20
Humbled to be recognised in the inaugural [@UniversityLeeds](#) [#ResearchCulture](#) awards. Massive thank you to Mark Mon-Williams for his mentorship, and to [@amk762](#) and [@thompai01](#) for the nomination and trust in supporting our impact vision



Paul Taylor @PaulfrYorkshire · Jul 19
Proud to collect a runner up certificate for Culture Awards 2022 with [@Asante](#) (couldn't come) on behalf of all in the Research Group



Sally Dalton @SallyDalton18 · Jul 19
Our responsible metrics group won an award! [@cgknowles](#) [@BarbaraLancho](#) 🏆



Leeds Institute for Data Analytics @LIDA_UK · Jul 19
🏆 We won an award! 🏆
Our Data Scientist Development Programme won first prize for Equality, Diversity and Inclusion in Research.
Find out more about our award-winning programme here [📺](#)
lida.leeds.ac.uk/study-training...

ResearcherDevelopment@Leeds @ResDevLeeds · Jul 19
... quality, Diversity and Inclusion in Research: ment for diversity on the LIDA Data ramme.
an, Dom Frankis, Michelle Morris, Nick



MO1 · Jul 19
Water Woman Award with my e it recognised like this is a Women that make it possible

[@SRILeeds](#) [@SEELeeds](#) [@UniLeedsCulture](#) [@YorkshireiCASP](#)

er@leeds @wateratleeds · Jul 19
g to @ResDevLeeds
ter Woman initiative won the First Prize in the category Personal ment, Reward, and Recognition @ the Research and Culture UoL Congratulations to the team @ProfJuliaMO1
3elicoso @annieartpower @clarewoulds @Hopson1S

From the voice of the crowd



I've worked at other HE institutions where staff could take a module a year within the University free of charge. It might be worth thinking about, especially within the same faculty. It would also reinforce a commitment to lifelong learning.

We need a subsidised crèche

We need some agreed cross-university down time over the summer where we won't miss out on things by actually taking our leave.

Promotion processes need to be much less time-consuming

Bonuses for accreditation. It takes a lot to be accredited in HE (e.g. FHEA). This directly impacts the quality of work at the University, and should be recognised as such. Those with accredited status should receive some sort of benefit or bonus.

Suggested solutions



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*Recognise and reward those who **do their job well**, rather than go 'above and beyond'. The system of rewarding staff, e.g. with extra increments in salary scale, is skewed towards those who go above and beyond in some way, which biases the system towards those who either :*

- (a) overwork to achieve something outside of their usual role (which is not healthy to do or expect staff to do) or*
- (b) operate in roles where opportunities to do something different within their existing role can be created, e.g. to develop/run a project.*

Many, many staff carry out their jobs and what is expected of them within their job description to a very high quality, with great commitment and passion, and can receive praise and recognition for it from students or other staff, but this never seems to translates to any formal recognition or reward of the type described.

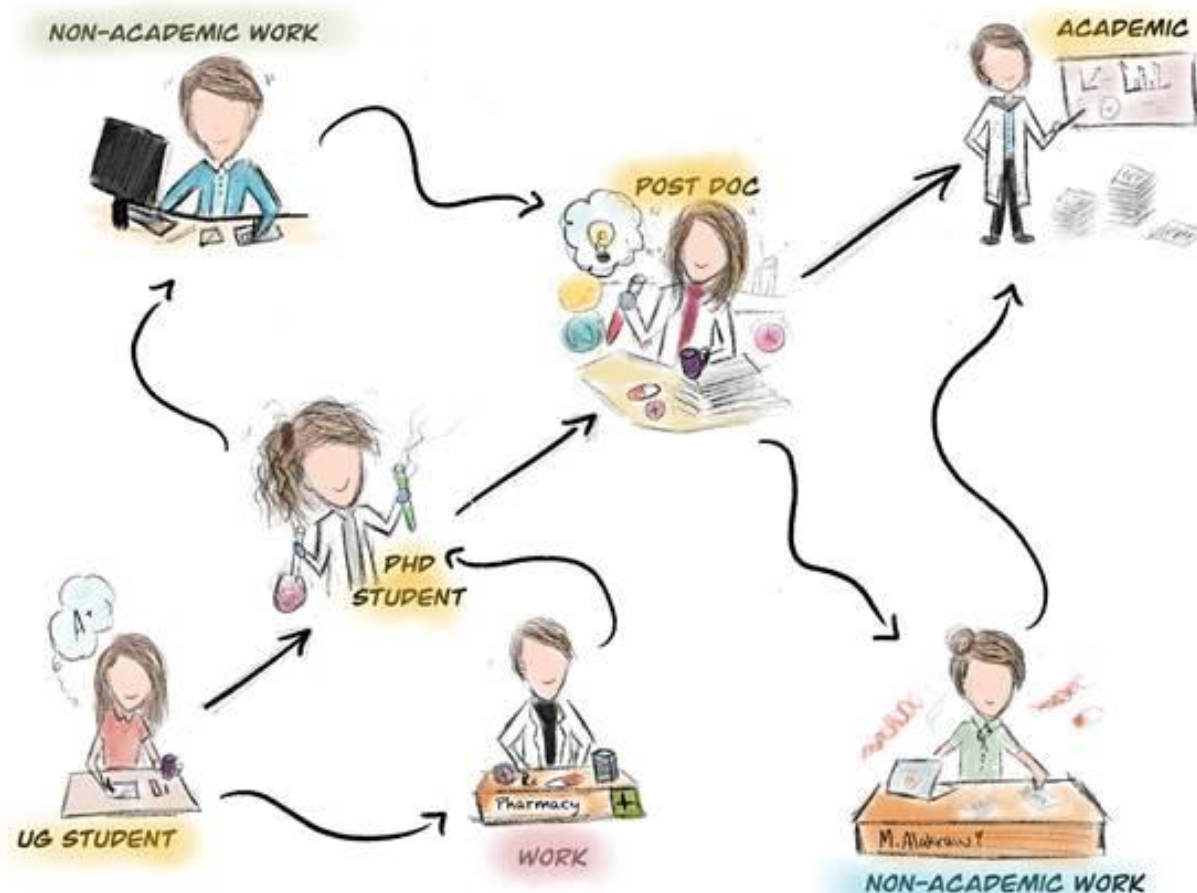
*Trivial 'gifts' are not meaningful and are often insulting. The exception to this is if they are part of something, like a nice meal and a glass of wine after a research group away day. If cheap gifts are just handed out they will alienate people. Meaningful rewards are **reasonable amounts of money** – these are rare because they costs more than a box of chocolates, but staff do realise that which is why they are appreciated.*

Processes to reward and recognise people need to be quick and straightforward

***One size does not fit all**, e.g. extra annual leave may be extremely valuable for some whilst very difficult to use for others.*



Who are we recognising and rewarding?



Anna Lawton

Health Safety and Biosafety Advisor, The Pirbright Institute



Amanda Solloway MP

Science Minister, UK government



Dr Ruth Weir

Entrepreneurship Advisor, University College London



Ian Patmore

Fieldwork Technician, UCL Geography Department, London



Ivy Nandongwa

Program Administrative Assistant, African Population and Health Research Center, ...

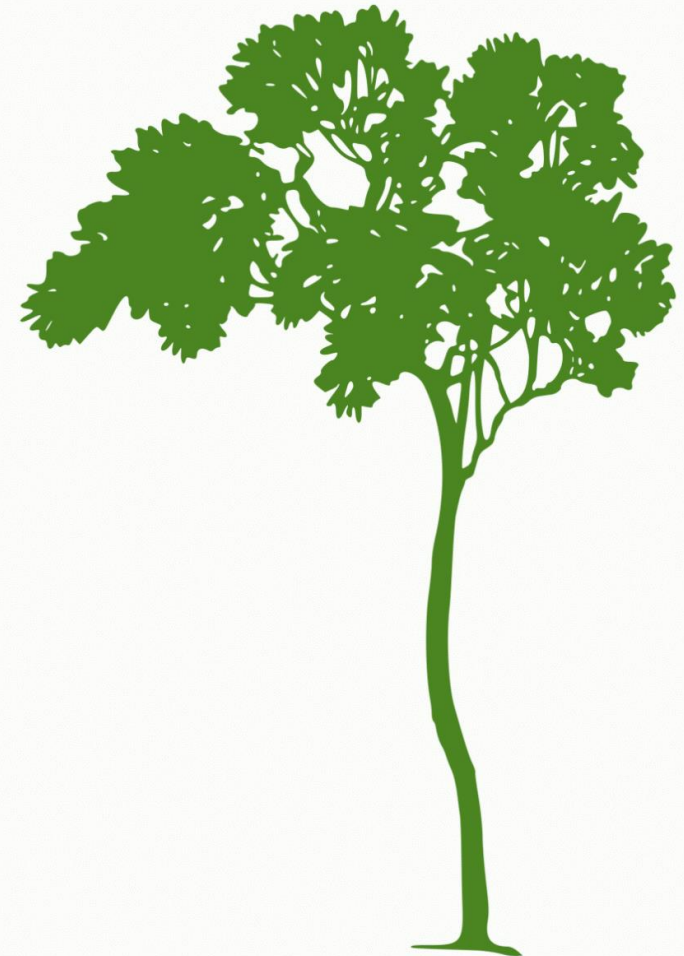


Paul Cesar

Infrastructure Manager, STFC RAL Space building R100

Easy wins and take-aways

- Make it timely
- Do it often and make it a habit
- Make it genuine
- Personalise it
- Make it collaborative
- Be transparent
- Be fair and equitable
- Be creative
- Keep recognition and criticism separate
- Thank you cc. line manager





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Thank you

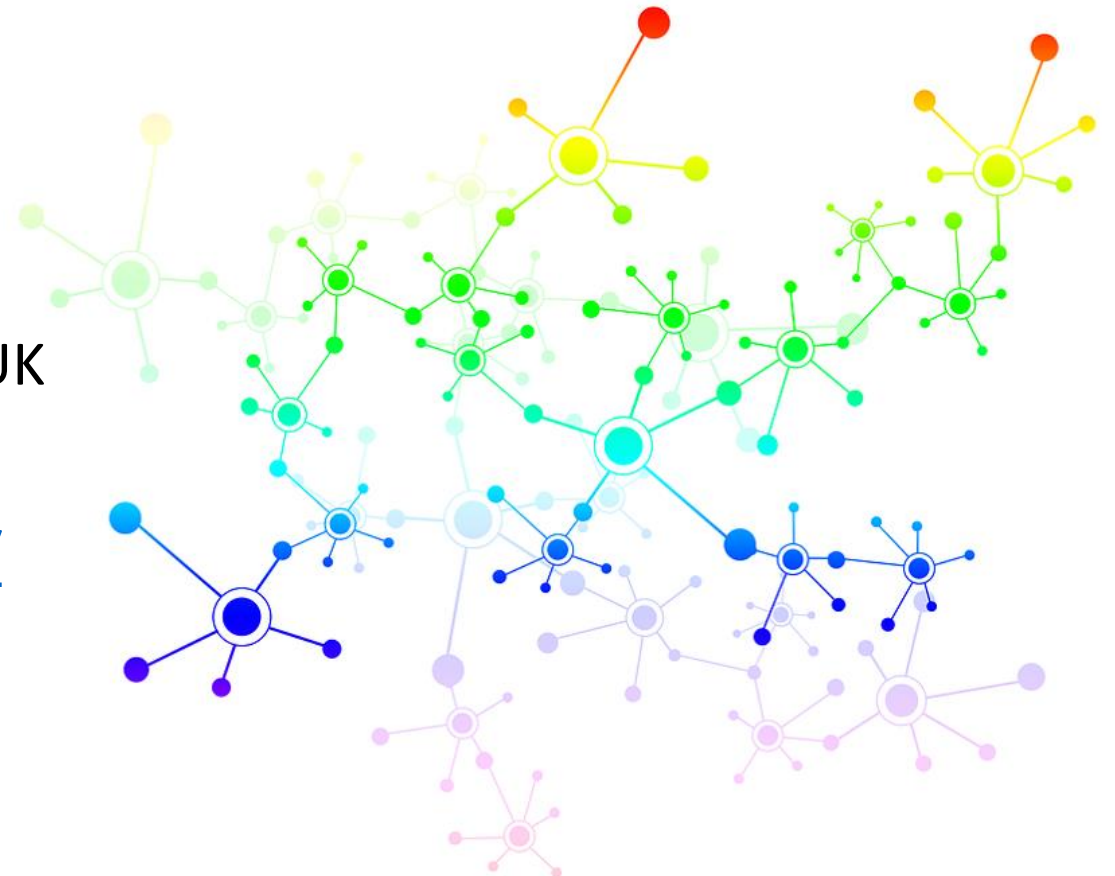
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OPEN SCIENCE RECOGNITION AND REWARDS

