



Doctoral researchers: the bridge between
universities and society

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The way research is done is changing



- Interdisciplinary research / multidisciplinary research teams
- International / intercultural experience
- Intersectoral readiness

- Open access / publication
- Open data / reproducibility
- Open science / innovation - engaging society

Being an excellent researcher is not enough...

Employers' views of doctoral graduates



- Value their critical thinking, problem solving, bring fresh perspectives and systematic approach
- Value their self confidence, dedication, resilience and motivation
- 75% say loss of doctoral graduates would have a major impact on operations
- Over 20% report that doctoral graduates are mission critical and loss would be catastrophic
- Enhances organisation's profile and credibility
- 40% state that work experience is as important as doctorate – take less time to adapt to pace and demands of work
- Could invest more in interpersonal skills, leading and working with others

Employers' expectation of researchers' performance (high and very high)



	Group 1	Group 2	Group 3	Group 4
Data analysis	100%	100%	91%	91%
Problem Solving	100%	88%	89%	83%
Drive and Motivation	100%	84%	59%	74%
Project Management	83%	36%	70%	39%
Interpersonal Skills	67%	56%	39%	26%
Leadership	67%	28%	24%	17%
Commercial awareness	50%	20%	28%	22%
Overall	81%	59%	57%	50%

Employer categories

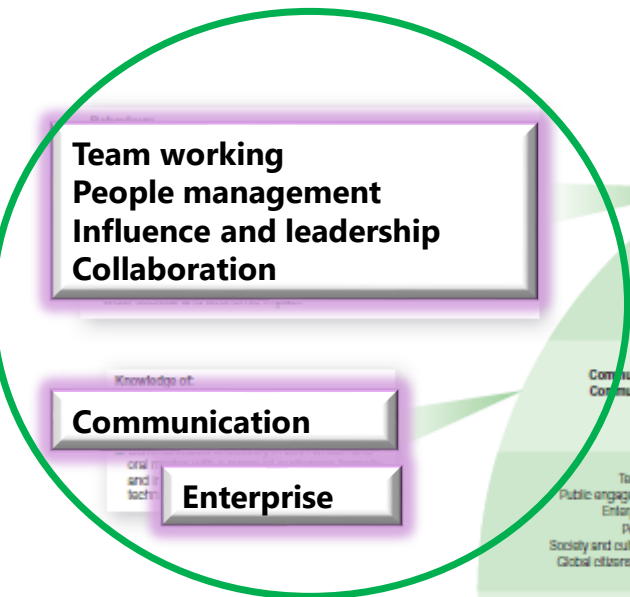
Group 1: actively target doctorates

Group 2: strong interest

Group 3: some interest, occasionally recruit

Group 4: no interest

Common competencies for employability



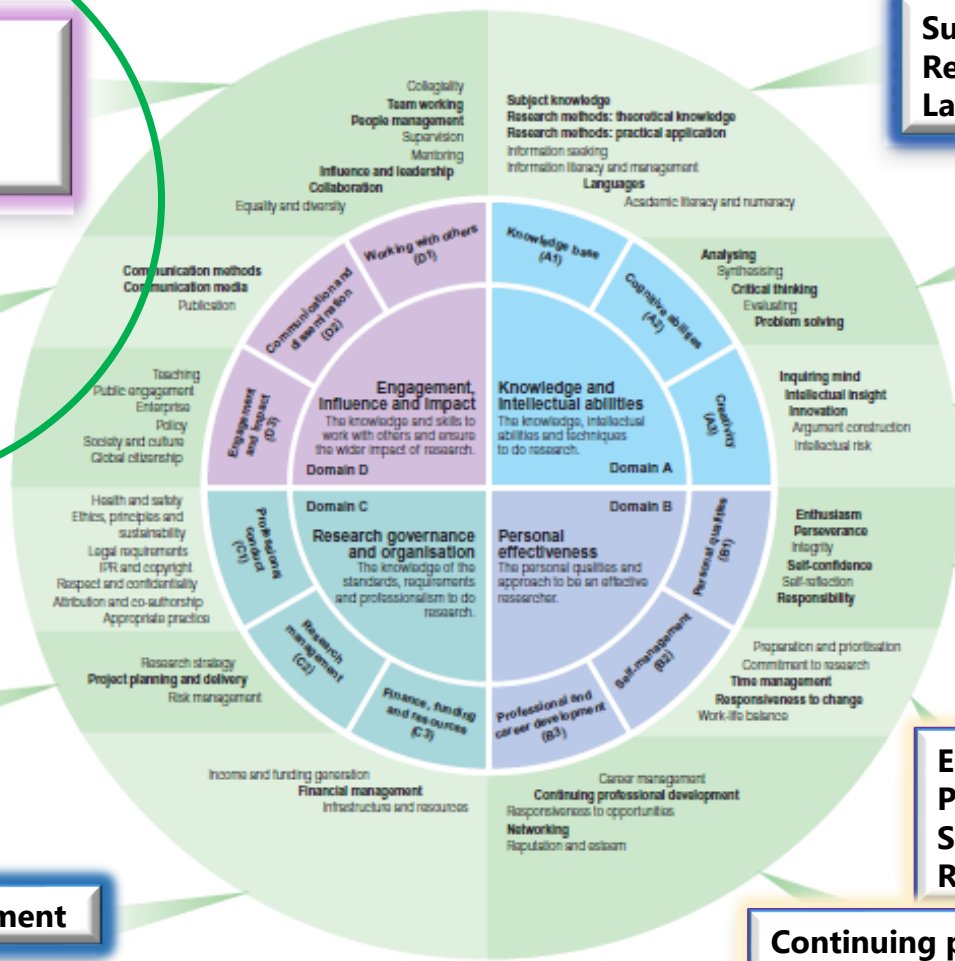
Team working
People management
Influence and leadership
Collaboration

Knowledge of:
Communication

Personal and technical:
Enterprise

Project planning and delivery

Financial management



Subject knowledge
Research methods
Languages

Analysing
Critical thinking
Problem solving

Inquiring mind
Intellectual insight
Innovation

Time management
Responsiveness to change

Enthusiasm
Perseverance
Self confidence
Responsibility

Continuing professional development
Networking

Creating effective bridges



Value all careers
Reward openness



Actively engage
Promote researchers

Open doors
Actively engage



Preparing researchers for a more open research environment



- Increase their emotional intelligence – self awareness / working with others / leadership
- Provide more exposure to other environments
- Enable them to be more intellectually ‘mobile’ and to promote their abilities
- Foster their agility to adapt to unknown future research environment