HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND

GOOD PRACTICE IN KNOWLEDGE EXCHANGE – GP MODEL TEMPLATE

maximum 1 page A4 when completed

NB Refer to criteria & guidelines when completing – overtype the questions in the boxes

Title of Good Practice

Managed Consultancy Service

Working Group (see Annex A)	Sub-stream
Organisational change	**Embedding Knowledge Transfer recognition and reward**

Key words to reference Good Practice/Recipe (e.g. relationships, consultancy, networks)

Consultancy; expertise.

(WHAT) Description of Good KE Practice/Recipe

- *What barriers or problems is this KE Practice/Recipe designed to overcome?*

- Perceived legitimacy of KT activity within an Institution.
- Enabling KT activity within an Institution
- Accuracy of reporting KT activity both internally and externally

- *What are the key steps? (e.g. do this / do that to achieve this / that)*

- Establish a dedicated, professional Managed Consultancy Service with full time Consultancy manager
- Define University-wide policy to include:
  1. Numbers of days consultancy allowed;
  2. Provision of professional indemnity insurance;
  3. Percentage of fee top sliced for administration and professional marketing;
  4. Processes to allow payment to staff (via payroll), School of study or unit as required.
- Establish strong delivery-orientation so process is low-resistance for both academic and client
- Collate a Register of Consultancy Expertise to swiftly identify appropriate staff when a consultancy opportunity arises
- Invoice and distribute resulting income promptly and publicly
- Negotiate contracts to enable protection of IP where appropriate and mitigate risk

- *How does it benefit partners/clients and how have users/beneficiary needs influenced this model?*

- Development of on-going professional relationships
- All consultancy projects are logged on University's project management / accounting systems
- Allows the capture of IP based transactions thereby ensuring adequate protection

(HOW, WHEN) What contextual factors need to be taken into account in the application of this good KE practice?

- *What resource and operational implications are there in the adoption and integration of this approach?*

- A fully serviced operation requires consultancy manager to oversee contract negotiation, pricing and project management.
- Can lead to publications, collaborative research, technology licensing or other knowledge transfer programmes given on-going professional relationship management

- *What specific operating contexts and environments are important for its application and what key lessons have been learnt from the experiences?*

- A dedicated Consultancy Manager to ensure that the often tight deadlines associated with consultancy demands can be met.
- Service should dovetail with existing Research Services using proven administrative practices, i.e. similar reporting documents.

- *What are the limitations and risks of application of this good KE practice; is it applicable in KE function of any HEI and are there any time-related or regulatory limitations?*

- Differences in local policy, i.e. actively promoting consultancy, number of days academics are allowed to participate in consultancy, rules regarding income distribution etc.

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GOOD PRACTICES IN KNOWLEDGE EXCHANGE

Criteria

In determining whether the good practices identified can be made available on the 'Good KE Practices' online resource the Steering Group will seek to ensure that they are:

i. **transferable** – with descriptions that are neutral, objective and 'user-friendly', and enable others to consider the feasibility of implementation in different environments

ii. **repeatable** – do not lose value or viability by repeated application in different HEIs

iii. **clear and concise** – lucid and brief with clearly articulated purpose

iv. **freely accessible** – core elements currently in operation and without restrictions on wider dissemination

v. **evidence based** – objectively verifiable and of proven effectiveness

vi. **sustainable** – value/relevance is not time-limited or inherently dependent on dedicated resources

Guidance

The National Steering Group recognises that good practice in knowledge transfer and exchange comes in various forms and will inevitably vary depending upon users, beneficiaries and the knowledge transfer strategy pursued. The recipe may be extracted from a variety of sources and combined HEI experiences, or be derived from an individual example. However, we are not seeking stories, but a structured analysis, so any example would then need to be distilled and described in very concise, bullet format on the template.

The resultant good practice models are **not case studies** but transferable recipes and should ideally reflect the *collective knowledge of the sector and its partners.* The most evolved recipes will combine the critical elements of practice from different HEI sources.

Good practice constitutes the recipe itself, the debate around it and its implementation or enhancement in the Communities of Practice and beyond.

In order to facilitate exploration and distillation within each Working Group, the following questions are provided as prompts and should be considered*, together with the criteria above*, to aid derivation of the GPs:

Practice management

1. Which knowledge transfer process stream(s) /sub-streams apply (see Annex A)?
2. Can the good practice be distilled into the standard 1 page format (template overleaf) and described in brief, easily communicable terms for a wider audience?
3. Have the Working Group reviewed the good practice to ensure it is neutral, credible and transferable and avoids brand promotion and value-laden statements
4. Who are the primary contacts to provide information on the practice and are there any other useful contacts where users could get further information?
5. Can you provide links to reference material such as tools, techniques and case studies if appropriate? (These will be required later on the process).

Practice application

6. What are the practical ways this approach helps, and what barriers does it overcome? How does it benefit partners/clients?
7. How have KT/KE user/beneficiary needs influenced or shaped this good practice?
8. Have elements of this practice been used within a specific operating context and environment, and lessons learnt been from this?
9. What resource and operational implications are there in the adoption and integration of this approach?

10. What are the limitations of application of this good practice; is it applicable for the whole HE sector and are there any time related or regulatory limitations?