

Innovate UK

Associate Handbook: Managing Knowledge Transfer Partnerships

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Purpose..... **16**

1. Introduction

1.1 The purpose of this Handbook

This handbook is provided as a standalone document for use by the Associate and which explains how to make the most of the opportunity that working at the heart of a Knowledge Transfer Partnership (KTP) offers.

It helps to explain the purpose of KTP, how they are organized and managed, who the key people and organisations are and the financial arrangements. It will help you to understand what is required in order for you to take charge of managing your Project.

It provides you with important information about your employment arrangements including contracts, salaries, progress reviews and pensions and helps to explain why you must register with the KTP Monitoring team at Innovate UK as a KTP Associate. We recommend if you have not already registered you should do so as a priority. Please follow the instructions in this handbook.

It describes the arrangements made to support your personal development as a professional and as a manager. This includes planning your personal development and your career and taking part in the KTP Associate Development Training.

Provides information about what you need to do on the completion of your Associateship and how to take the maximum advantage of it in pursuing your further career.

Annex 1 – Format for Executive Summary

2. Getting Registered

2.1 Your Registration Process

Registration is a two stage process your company or academic Supervisor should have already completed stage one and registered you as a KTP Associate. If they have not you will need to ask them to visit <https://portal.ktponline.org.uk/Supervisors/default.aspx> without delay.

Only once your Supervisor has registered you online, you will be sent an automated email by Innovate UK using the address your Supervisor has provided for you. This email will come from mailer@website.ktponline.org.uk and provides you with access to the KTP Portal and will enable you to complete the final part of the registration process.

2.2 Why You Need to Register

When you have registered as a KTP Associate you will:

- ◆ be able to start work on the project
- ◆ gain access to the KTP Portal and the important information about the Associate Training Programme including its key features which are:
 - gain access to e-Learning content
 - be able to book for the residential modules with Ashornhill
- ◆ help Innovate UK staff and your Adviser to keep in touch with you using your email address details

3. The purpose of KTP

3.1 The Structure of the Partnerships

The partners in each Knowledge Transfer Partnership are:

- ◆ the Company Partner: this is usually a company but in some cases it can be a public sector organisation
- ◆ the Knowledge Base Partner: this may be a university, FE college, research organisation or Catapult
- ◆ one or more KTP Associates may be employed in each Partnership. The Associate carries out a strategic project which will benefit the business of the Company Partner whilst they gain professional experience. In carrying out their projects, the Associates are supported throughout by both the company and knowledge base partners and receive extensive professional and management training

3.2 The Purpose of the Partnerships

Formally, the overall objectives of KTP are to:

- ◆ facilitate the transfer of knowledge and the spread of technical and business skills
- ◆ stimulate and enhance business-relevant research and training undertaken by the Knowledge Base
- ◆ provide company-based training for Associates to enhance their business and specialist skills

KTP exists not only to benefit the Company Partners' businesses and the Associates' careers but also to help the Knowledge Base Partners build closer links with businesses so they can carry out research and teaching which reflects the needs of the UK economy.

Associates should always be aware that the success of the Partnerships depends on balancing and delivering the benefits to all three parties.

3.3 Key People in Knowledge Transfer Partnerships

The key people responsible for your KTP are:

- ◆ you, the KTP Associate
- ◆ your Company Supervisor. This is an experienced employee of the Company Partner who will act as your manager and guide. You should report to your Company Supervisor on a day-to-day basis
- ◆ your Knowledge Base Supervisor. This is an employee of the Knowledge Base Partner who has expertise relevant to your project. Your Knowledge Base Supervisor should normally visit you and your Company Supervisor once per week to help you carry your project out and to guide your professional development
- ◆ the Partnership Facilitator and Knowledge Base Lead Academic. These are senior people from the Company and Knowledge Base Partners who are responsible for ensuring that the Partnership does not lose sight of its objectives and that their organisations make all necessary resources available
- ◆ your KTP Adviser. A KTP Adviser is assigned to each Knowledge Transfer Partnership by staff at Innovate UK (see below). S/he will visit the Partnership every 4 months to take part in the regular meetings of the Local Management Committee (LMC) (see section 3.6) and to provide you with coaching and mentoring support. Your Adviser will have extensive experience and you should regard them as a source of independent advice. They will help you if you have problems that you cannot solve by discussion with your Supervisors or other employees of the Company or Knowledge Base Partners.

3.4 Innovate UK

Staff at Innovate UK manage the day-to-day delivery of Knowledge Transfer Partnerships on behalf of all of the Funding Organizations. Based in Swindon, the staff are responsible for management the Programme and its day-to-day operation, including:

- ◆ coordinating the KTP Advisers
- ◆ managing the KTP Associate Training Programme delivered by Ashornehill

- ◆ publishing guides and handbooks, including this document
- ◆ managing the KTP Portal
- ◆ managing the applications and review process
- ◆ maintaining the KTP database

3.5 The Funding of Knowledge Transfer Partnerships

The government encourages the formation of Partnerships by making a grant to the Knowledge Base Partner as a contribution to the costs of the KTP Project(s). The Company Partner also pays a share of these costs. Specifically, this joint funding makes a contribution to the eligible cost of:

- ◆ your employment, by the Knowledge Base Partner, as a KTP Associate
- ◆ the Knowledge Base Partner's input to the work of the Partnership, including the work of your Knowledge Base Supervisor
- ◆ materials and equipment needed to carry out your Project
- ◆ specialist training you may need for your professional development or to carry out your Project effectively.

In addition to contributing to the grant, your Company Partner also meets the full cost of its own input to your Project and to accommodate you on its premises. The full cost of the Company Partner's participation often represents a very significant commitment by the company.

The expenditure of the grant and the Company Partner's contribution is controlled by the Partnership's Local Management Committee (see the next section).

3.6 The Management of Knowledge Transfer Partnerships

Each KTP has its own Local Management Committee (LMC). This committee is responsible for top-level decisions regarding the conduct of the Partnership. This includes:

- ◆ reviewing and (if necessary) revising the objectives of the Partnership
- ◆ agreeing plans for the work of the Partnership
- ◆ monitoring progress towards the Partnership's objective
- ◆ monitoring and advising on your personal development

- ◆ approving your training and development activities (see Chapter 6)
- ◆ controlling the expenditure of the grant funds and other resources committed by the partners
- ◆ reporting to the KTP Sponsors on the results of the Partnership in a final report. You will be expected to contribute part of this document.

The LMC for each Partnership meets regularly (normally every four months) throughout the period of the Partnership. The committee's members are senior representatives of the Company and Knowledge Base Partners, the Company and Knowledge Base Supervisors and the KTP Advisers.

You are expected to play an important role in the meetings of the LMC.

3.7 Executive Summary Reports

Before each meeting of the LMC, you will be expected to circulate an executive summary report to members. You will be expected to present it formally during the meeting.

The executive summary is a formal report describing the progress made on your Project relative to the objectives, the effects of this progress on the partners and proposals for the work to be carried out before the next meeting of the LMC.

The executive summary should also report on the progress of your professional development and make proposals for further development.

The executive summary is a management document of the type you are likely to need to produce throughout your career. It should be concise and understandable to non-specialists.

A recommended format for the executive summary is given in Annex 1.

4. Managing your Project

4.1 Your Role

You are expected to take responsibility for managing and delivering your project.

You will be given considerable support by your Supervisors and your KTP Adviser. The KTP Associate Training Programme will help you develop into a competent, qualified manager.

4.2 Finding Out the Details of Your Project

In order to manage your Project effectively, you need to understand its objectives, the plans for carrying it out and the benefits that it is expected to produce for the company and

knowledge base partners. This information is provided in the application form that was submitted to staff at Innovate UK before a grant was approved. You will be able to obtain a copy of this document from either of your Supervisors.

You should obtain this information about your Project at the earliest opportunity and discuss it with your Supervisors, to see if circumstances have changed and to understand the background to your Project.

4.3 The Project Team

You and your Supervisors are the Project Team, responsible for the management of your Project. Sometimes it is appropriate for other people, who make a significant contribution to the project to join the team.

You are expected to lead and co-ordinate the Project Team.

4.4 Project Meetings

Between the LMC meetings, you should organise and lead meetings of the Project Team, which should take place at least monthly.

The meetings of the Project Team should review progress against the objectives agreed with the LMC and plan future activities in line with those objectives. The meetings should lead to clear agreement of actions to be taken, who is responsible for carrying them out and the timescales involved.

Before each meeting of the Project Team, you should distribute an agenda to team members. Immediately afterwards, you should record decisions and actions agreed and distribute written notes to team members confirming them.

Organising and leading meetings of the Project Team effectively will make a big contribution to the success of your Project. The training you will receive by taking part in the KTP Training Programme will help you develop the skills needed to carry out this responsible task well. They will be useful throughout your working life.

4.5 The KTP Associate Training Programme

The training programme has been designed to equip you with the skills and knowledge required to complete the project successfully. It covers a range of topics that will help you to manage the project itself, manage people and improve interpersonal skills, as well as providing a commercial context to what you are doing. These skills will not only help with the current project but will also be invaluable in any future career.

The main considerations were to design a training programme that would:

- ◆ Provide comprehensive support to KTP Associates
- ◆ Cater for a broad range of learning styles
- ◆ Equip Associates with skills and knowledge that employers want

- ◆ Add value for both the Associate and the KTP partner
- ◆ Help Associates to manage their projects more effectively
- ◆ Help Associates to integrate into the work environment
- ◆ Prepare Associates for their future careers
- ◆ Provide a more flexible route to an accredited qualification
- ◆ Provide an opportunity for networking and mutual support
- ◆ Meet the National Occupational Standards for managers

The programme combines both e-learning and residential training elements to cover core themes that are the most critical areas of skill and knowledge required by KTP Associates. These are:

- ◆ Working in a Team
- ◆ Project Management Skills
- ◆ Leadership and Management Skills
- ◆ Communication Skills (General and Interpersonal)
- ◆ Commercial Awareness (Marketing, Finance and Resource Management)
- ◆ Health and Safety Awareness

The Associate Guide to the KTP Training Programme is made available to you as a separate standalone document once you have completed the online registration process and you have been provided with access to the KTP Portal. Members of the Partnership project delivery team can also access the full details of the guidance available including the key features of the training and what the Associate needs to do next.

To access a copy of the training guide please visit the Associate KTP Portal

5. Employment Arrangements

5.1 Terms and Conditions of Employment

You will be employed by the Knowledge Base Partner who should provide you with an employment contract. This should set out the terms and conditions of your employment including hours of attendance, holiday entitlement, confidentiality, arrangements for review

of your performance, salary, pension and the period of notice required to terminate the contract.

Although your formal terms and conditions of employment will be set by the Knowledge Base Partner, you should be sensitive to the fact that you will be working predominantly on the premises of the Company Partner and with Company employees. You should therefore comply with standards that apply in the Company.

Neither Innovate UK nor the KTP Adviser is to be represented as your employer.

5.2 Confidentiality

You should ask your Supervisors to inform you about any agreements reached between the partners regarding confidentiality and the ownership and protection of intellectual property so you do not accidentally breach them. You may be asked to sign a confidentiality agreement.

5.3 Review of Performance

You should expect to take part in at least two formal appraisals of your performance whilst you are a KTP Associate. The purpose of the appraisal is for your Supervisors to discuss with you the strengths and weaknesses of your performance and how it can be improved. The appraisal should also consider your personal and professional development in the context of your personal development plan.

You may also use the occasion of the appraisal to comment constructively on the support you have received from your Supervisors.

6. Personal and Professional Development

6.1 Challenge and Opportunity

As a KTP Associate, you will undertake a company-based project which is challenging intellectually and important for the future of your company partner. You will be supported by Supervisors from both partners each of whom have substantial (and potentially conflicting) interests in your Project's progress. You will need to develop and apply inter-personal skills and project management techniques as well as further developing and applying your technical knowledge to practical situations. The project management skills you will need to develop include planning, communicating, influencing, team working and problem solving. These will be useful throughout your career.

The challenge of your Project and the considerable support arrangements provided for KTP Associates will enable you to develop professional skills (technical, managerial and academic) rapidly and to a high level. You will also be able to take advantage of arrangements to ensure that your development is formally recognised and to exploit it in your future career.

6.2 Time Commitment

As a KTP Associate, you are expected to devote approximately ten per cent of your working time to personal and professional development. Ashornehill have been contracted to provide the Associate Training Programme which is a mandatory requirement of you being appointed as a KTP Associate. The 8 working days needed to attend the two compulsory residential modules of the KTP Associate Training Programme are included in the ten per cent time allowance. A copy of the Associates Guide to the KTP Training Programme is available from your Associate Home Portal.

6.3 Finance for Your Development

The budget for your Partnership includes funds for Associate Development. These are provided to meet the cost of your personal and professional development beyond participation in the Associate Training Programme, which is provided at no charge to your Partnership. Subject to the agreement of the LMC, this funding may be used to finance your participation in training courses and other activities for your personal and professional development.

You are expected to take the initiative in proposing personal development activities to your Supervisors and ultimately to the LMC, in accordance with your Personal Development Plan (PDP) (see below).

6.4 Planning your Personal and Professional Development

In order to make the most of the opportunity that being a KTP Associate offers, you will need to plan your personal and professional development carefully and with the agreement of your Supervisors. Development opportunities should be undertaken throughout your partnership.

6.5 Formal Recognition of Your Development

By carrying out your project and taking advantage of the learning and development opportunities listed in this section, you will rapidly gain in confidence and develop new knowledge and skills. In order to focus your skills development efforts and to ensure others (such as potential employers) recognise your capabilities, you need to gain formal recognition of your achievements academically, professionally and as a manager.

The following sections explain how you can achieve recognition for your developing skills and achievements.

6.6 Further Academic Qualifications

You are encouraged to discuss with your Knowledge Base Partner the possibility of gaining a further academic qualification. The level and nature of the qualification will depend on your existing qualifications and the length and academic challenge of your project. Possibilities include a post-graduate diploma, a masters degree or a doctorate.

6.7 Recognition as a Professional in your Specialism

The nature of your existing academic qualifications and of your work as a KTP Associate probably entitles you to become a member of the professional institution most relevant to your specialism. For example, engineers will be able to join one of the engineering institutions (such as the Institution of Engineers and Technology), physicists can join the Institute of Physics, marketers can join the Chartered Institute of Marketing and IT specialists can join the British Computer Society.

You are encouraged to join the professional institution most appropriate to you. This will open up networking and educational opportunities as well as enabling you to start on the path of gaining professional recognition as, for example, a chartered engineer. Such recognition usually requires proof of knowledge and professional experience. The experience you gain by working on your project may well count towards the professional experience requirement, but gaining recognition of it is simplified if you join the institution concerned at an early stage and take account of its requirements. The costs for membership are considered to be a legitimate cost that can be expended from the Associate Development Budget Heading subject to approval of the LMC.

6.8 Accreditation

Although achievement of an accredited qualification is not a mandatory part of the KTP training, there are a range of options available to you if you wish to follow the option of obtaining a Chartered Management Institute (CMI) level 5 qualification in management.

Further details of the various options available to you can be found in the Guide to Associate Training provided by Ashornehill.

Your plans for gaining formal recognition of your new skills and knowledge should be incorporated in your PDP.

7. Resources for your Development

A wide range of resources is available to support your personal and professional development. The following Section describes them and explains how to start using them.

7.1 Resources

The KTP Associate Training Programme. All KTP Associates are required to take part in the training, which is provided at no charge to your Partnership. This together with the Associate Development Budget is designed to enable you to:

- ◆ acquire a comprehensive range of management skills, which you will need to manage your project and which will provide an excellent foundation for a career in any field
- ◆ develop the skills and understanding needed to lead developing businesses

- ◆ plan your personal and career development
- ◆ undertake courses and other development opportunities to meet your specific, personal and professional development needs agreed by your Partnership's LMC and financed from the Partnership's Associate Development budget
- ◆ study opportunities (such as short courses) on specialist subjects which may be available to you as an employee of the Knowledge Base Partner. You should discuss this with your Knowledge Base Supervisor
- ◆ access your Supervisors, who will be able to guide you within their areas of expertise and experience
- ◆ access your KTP Adviser, who will be able to advise you on maintaining good working relationships within your Partnership and how to plan your professional development in broad terms. In addition, your KTP Adviser will provide you with 1 to 1 coaching and mentoring in support of becoming a competent manager. These will normally take place immediately before, or after, your LMC meeting.

8. Completing your Project

8.1 Your Final Report

It is important that your Project should be completed effectively so that all participants gain the maximum benefit from it. At the end of your Project you are required to complete on line a KTP Associate Final Report. Approximately five months before your Associateship is due to end, and again one month before the end you will receive an automated email reminder to produce your final report and access to the report will be from your Associate Home Portal. Hard copy alternatives are not permitted. The report gives your personal account of the Partnership and your achievements. It forms part of the overall final report on the Partnership, which contains the views of all the participants.

- ◆ Your final report should reflect your personal views and does not require the approval of anyone else. However, it is good practice to discuss a draft version of your final report with the LMC for your Partnership.

The final report helps the government evaluate the return on its investment in the Knowledge Transfer Partnerships and provides feedback on the effectiveness of the management arrangements for the Partnerships.

8.2 Associate Certificate

If you complete at least seventy-five per cent of your Associateship, KTP staff at Innovate UK will provide you with an Associate Certificate but only when you have submitted your final report. This will be sent to you by email in the form of a link. This describes the role of KTP Associates, and gives details of your Project. This is intended to be a useful addition to your CV.

8.3 Premature Termination of Your Associateship

If your Associateship ends before your contract period is completed, for any reason, you should contact the KTP Administrator at your knowledge base partner to ensure that our database records are kept up to date.

Annex 1- Format for Executive Summary Reports to the LMC

Purpose

The Executive Summary should provide the LMC with a concise, up to date account of the status of your Project relative to its objectives and to those of the KTP Programme. It should indicate the current and potential impact on the company, the Knowledge Base Partners and your development. It should be informative, understandable to a non-specialist, forward looking and aid decision taking. It is not a substitute for a full record of what has been done and achieved.

Preferred format

The summary should be no more than two A4 pages (with appended Gantt Chart) organised under the headings 1 to 4 below and preceded by a title page.

0. Title Page

- ◆ indicate that document is a summary of your Project in the KTP Programme between the named
- ◆ Company and Knowledge Base Partner
- ◆ include date, reference number and your name
- ◆ list persons to whom it will be distributed

1. Project Aim

- ◆ statement of aim, objectives and plan of your Project incorporating any changes agreed by the LMC since the Project was initiated
- ◆ statement of how the Project fits into the KTP Programme and how the Programme relates to the future business plans of the partner company

2. Activity Since Previous Meeting

- ◆ summary of Project status at previous meeting
- ◆ comparison of what was actually undertaken since previous Local Management Committee meeting
- ◆ with plan (Gantt Chart) agreed at previous meeting

3. Achievements to Date

- ◆ record of achievements and deliverables since previous meeting, including progress against Project
- ◆ plan and against PDP
- ◆ record of benefits to the Company Partner and to you, the Associate
- ◆ cost benefit estimates of what has been achieved to date including indications of accuracy
- ◆ overall progress against aim and objectives

4. Proposals for future action

- ◆ alternative proposals for any changes to Project plan
- ◆ estimate of costs and benefits of proposed actions, with indication of their accuracy
- ◆ Gantt Chart showing actions (including training), key outcomes and deliverables (with dates) for period to next meeting
- ◆ indication of how proposed actions fit to the overall Project Plan and your PDP
- ◆ statement of resources required to achieve plans
- ◆ training requirements
- ◆ decisions required to enable plans to be implemented