

FURTHER PARTICULARS OF ROLE

Research Fellow – Data Science Fixed Term (36 months) Full Time Dairy Research & Innovation Centre, Dumfries ASWF/AGR/031/24

ABOUT SRUC

SRUC (Scotland's Rural College) is a specialist higher education institution delivering tertiary education, research and consultancy.

We currently operate our main Higher and Further education activities from five campuses across Scotland - Aberdeen, Barony, Edinburgh, Elmwood, and Oatridge. We also deliver teaching in collaboration with the Glasgow Botanic Gardens.

SRUC employs approximately 1,300 staff operating from the five campuses, eight farms, 25 consulting offices, six research centres and eight veterinary surveillance centres located primarily across Scotland. The organisation's annual turnover is around £85 million.

SRUC's principal purpose is to advance education, science, research, and environmental protection and improvement in rural and land-based industries, both domestically and internationally. The commercial consultancy, skills training and knowledge exchange and some commercial research activities are undertaken through SAC Consulting – part of SRUC.

It is SRUC's intention to become a fully-fledged university – a new and unique establishment for the 21st century that is regional, accessible, and responsive to a diverse range of challenges in a transforming world. We will be a strong and unique anchor institution where research, skills and business converge. Such convergence will create new insights that deliver big strategic leaps and completely new propositions for business, society and government.

All of this activity is firmly rooted in our distinctive ethos of a Scotland-wide presence through regional centres of global excellence. Our objective is to deliver on shared goals with government, business and other partners to support transition to a fair and sustainable economy.









DIVISION

Academic

GROUP

Department of Agriculture - Dairy Research & Innovation Centre

ROLE REQUIREMENTS AND RESPONSIBILITIES

Detailed below are the job description, person specification and qualifications listing the essential and desirable requirements for the post, which will be used as the basis for shortlisting. When applying for the post please use the 'Supporting Statement' section of your application to address the list of requirements indicating how your qualifications, experience, skills, knowledge and disposition match the qualities in the list, together with examples if possible.

JOB DESCRIPTION

An exciting opportunity has become available for a Research Fellow at our Dairy Research & Innovation Centre in Dumfries.

Based in SRUC's Dairy Research & Innovation Centre in Dumfries, the purpose of this post is to develop data driven R&D projects as part of the exciting new Strength in Places Project "Digital Dairy Value-Chain for SW Scotland and Cumbria". SRUC is leading this 5-year, £21.3 million project along with University of Strathclyde, University of the West of Scotland, CENSIS, First Milk Limited, Lactalis McLelland Limited, Kendal Nutricare Limited, Cows & Co Group Limited, National Milk Records PLC and SmartSTEMs.

Projects will develop and demonstrate new outputs based on high-throughput analysis of milk samples from individual cows and bulk herd samples. There will be a particular focus on infrared analysis of milk, with project partner National Milk Records undertaking analysis of hundreds of thousands of commercial milk samples annually. Examples include predictions of methane emissions, feed conversion efficiency and resilience to climate and other stressors.

The appointee will work closely with existing and new data from SRUC's dairy farm, as well as with partner data from commercial dairy farms, milk analysis from farms, bulk milk transport and milk processing factories in the region.

The major elements of the role are to:

- Liaise with other research staff at SRUC and project partners about industry objectives and data sources.
- Liaise with other research and Information & Digital Services (IDS) staff at SRUC and project partners about the collection and storage of data.
- Develop appropriate solutions for data handling (including automation), analysis and visualisation from the projects described above. This will include identifying and further developing modern data science approaches for the development of prediction models, with a focus on machine learning algorithms or digital twinning.
- Collaborate with other SRUC and partners staff involved in data management and analysis to advance data science capacity and capability within SRUC.

- Contribute to developing a strong data science community across Strength in Places academic partners SRUC, University of West of Scotland (UWS) and University of Strathclyde.
- Develop further research programmes in data science, contributing to grant winning and writing research papers – to build longevity of the programme beyond the 5 years of Strength in Places funding.
- Provide data support, including training, for partner businesses involved in the projects.
- Deliver teaching and/or training, and contribute to teaching or training activities, at undergraduate and/or postgraduate levels and/or to professional audiences – developing a greater awareness of the role and opportunities for sensing and data in agri-food industries.
- Present project results through a range of media, particularly through demonstration activities and events for businesses in the Strength in Places region of SW Scotland and Cumbria. Also, making presentations to internal audiences.

The post-holder may be asked to perform additional duties commensurate with the grade and focus of the post as directed from time to time by the Digital Dairy Chain Programme Director or Head of Dairy Research & Innovation Centre. The post holder must use their initiative in the conduct of their work and always apply sound judgement to ensure that they conduct themselves within the framework of SRUC regulations and procedures.

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Please contact Prof Richard Dewhurst, Head of Dairy Research & Innovation Centre, by email at Richard.dewhurst@sruc.ac.uk or by telephone on 0131 535 4050 if you would like to discuss any details of the requirements and responsibilities of this post.

PERSON SPECIFICATION

Please see below details of the essential and desirable criteria required for this post. Applicants will be shortlisted based on meeting this criteria. Please ensure you complete your application form considering the criteria below:

Competencies	Essential	Desirable
Education/ Qualifications	 Scottish Credit and Qualification Framework level 12 (Doctorate or similar) (or equivalent qualification) in a relevant discipline, either submitted or awarded by the time of appointment. OR Extensive teaching or industry experience equivalent to the above. 	
Skills/Abilities	Proven ability to design, review and enhance learning, teaching and assessment and/or research programmes.	
Experience	 Track record of published research and/or development and delivery of teaching, and proven ability to develop and devise teaching and research programmes, techniques and methods. Experience in the assessment and grading of students' work. Experience and achievement in the relevant field reflected in an expanding personal academic portfolio in teaching and/or research. Experience of developing and demonstrating teaching and research methods and devising models, approaches, techniques, critiques and methods. Ability to contribute to broader leadership and management activities along with an awareness of current and future priorities of the Dept/Faculty/SRUC. 	
Knowledge	 Breadth and depth of knowledge in the specialist subject/discipline to develop teaching/research programmes/ methodologies/learning support including participation in Department level administrative responsibilities (assisted as appropriate by administrative staff). Ability to communicate complex or conceptual ideas to those with limited knowledge and understanding (e.g. to students and early career academic colleagues). Understanding of relevant health and safety policies and procedures relative to the role, and the quality outputs and standards required 	

ENVIRONMENTAL RESPONSIBILITIES

SRUC expects the post-holder to carry out their job responsibilities in an environmentally aware manner, ensuring as little damage to the environment as possible. Our aim is to ensure all resources are utilised effectively and efficiently.

BRIEF STATEMENT OF TERMS AND CONDITIONS OF EMPLOYMENT

EMPLOYER (Head Office)

SRUC, King's Buildings, West Mains Road, Edinburgh EH9 3JG.

GRADE AND SALARY

The appointment will be made on the Grade 3 scale: £39,977 - £43,731 per annum, depending on skills and experience.

Any cost of living increases are normally awarded on 1st August each year.

CONTRACT TYPE

Fixed-Term (36 months)
Full-Time

LOCATION

Dairy Research & Innovation Centre, Dumfries. Whilst current activity is mostly at Crichton Royal Farm (DG1 4AS), work will be increasingly based at Barony Campus (DG1 3NE).

HOURS OF WORK

SRUC has a normal working week of five days (Monday to Friday) of 37 hours (excluding lunch breaks).

BENEFITS

ANNUAL LEAVE

Initially annual leave is 25 working days per annum (rising to 26 working days each year after 2 years service, 28 working days each year after 5 years service and 30 working days each year after 7 years service).

On average 12 fixed public and privilege days each year which are to be taken according to SRUC arrangements.

PENSION

All employees may choose to become a member of the Group Personal Pension Scheme. Employee contribution is a minimum of 5% of salary and employer contribution is set at 10%. Contributions are paid through salary sacrifice which attracts income tax and NI savings for employees.

CYCLE TO WORK

SRUC can provide you with a new bicycle and the appropriate cycling safety equipment through a salary sacrifice scheme, providing the main use of the bike is for commuting to work. You will incur no tax and National Insurance on the benefit.

RAC MEMBERSHIP

All employees are eligible to join the RAC's discounted Membership Scheme which offers significant savings on normal subscription rates. Members can have more than one car covered. The number of call-outs is unlimited, although RAC reserves the right to review memberships and refuse renewals of memberships.

MOBILE PHONES

SRUC may provide a mobile phone to employees required to travel in the course of their duties.

FAMILY/LIFESTYLE FRIENDLY

SRUC is committed to assisting employees in achieving a work/life balance and has several supporting family/lifestyle friendly policies to reflect this. A brief outline of what is available to all employees is as detailed below:

Maternity pay and leave	26 weeks full pay + 13 weeks statutory maternity pay + 13 weeks unpaid (after qualifying period)
Adoption pay and leave	26 weeks full pay + 13 weeks statutory adoption pay + 13 weeks unpaid (after qualifying period).
Paternity pay and leave	2 weeks full pay (after qualifying period).
Parental leave	Up to 18 weeks unpaid leave to a maximum of 4 weeks per year (pro rata for part-time staff) to spend a child up to the age of 18 (subject to eligibility criteria).
Flexible working	SRUC is willing to consider requests for flexible working arrangements, such as part time and home working, for all groups of staff (regardless of their family situations) (subject to eligibility criteria).
Give as You Earn	Employees can make donations to a chosen charity directly from pay, up to an annual limit and receive tax relief.

CULTURAL AND RELIGIOUS NEEDS

We respect the cultural and religious lives of our staff. If you need time away from work, or special facilities, and can give plenty of notice for arrangements to be made, this will always be considered.

STAFF DEVELOPMENT

SRUC is committed to providing the development and training necessary to ensure that all employees have the knowledge and skills required to fulfil their job roles effectively.

Staff development is of major importance to SRUC and accordingly, we try to provide every opportunity for future career development. This includes thorough induction into the organisation and regular reviews of learning and development needs.

SPONSORED EDUCATION

As a learning organisation, SRUC is committed to investing in its employees and accordingly may fund courses that that will lead to an externally recognised qualification such as an HNC, HND or equivalent, undergraduate/postgraduate degree qualification, where such a qualification will demonstrate benefits to both the organisation and the individual.

TRADE UNION

Trade Union representation is recognised by SRUC. You may be contacted by relevant unions once you commence employment with SRUC. Members of staff are free to decide whether or not to become members of a trade union.

ADDITIONAL

EXPENSES

No assistance can be given towards expenses incurred in taking up appointment.

Assistance may be given towards travel expenses for interview if pre-agreed up front with the Recruitment Manager.

TRAVELLING AND SUBSISTENCE

Travelling and subsistence expenses incurred in connection with the duties of the post will be paid according to the reimbursement rates in effect.

DRIVING LICENCE

If a driving is an essential or a major part of your job role in SRUC, you must have a full current driving licence at all times. If the post requires you to drive a minibus then a D1 category will be required on your driving licence.

NO SMOKING POLICY

SRUC operates a 'No Smoking' policy.

EQUAL OPPORTUNITIES

EQUAL OPPORTUNITIES POLICY STATEMENT

It is the policy of SRUC to provide equality of opportunity for all applicants for employment and for all its employees.

This policy of equal opportunity will apply regardless of a person's gender, age, marital status, parental status, race, colour, nationality, ethnic origin, religious beliefs, HIV status, sexual orientation, gender identity, gender reassignment, transexualism or physical or mental disability, or any other inappropriate distinction.

SRUC is committed to the development and use of employment procedures and practices, which do not discriminate and which will provide genuine equality of opportunity for all employees.

DISABILITY POLICY STATEMENT

SRUC is committed to a positive and pro-active approach to people who have a disability/learning difficulty (e.g. a physical disability, sensory impairment, medical condition, learning difficulty or mental health condition). SRUC would seek to enable employees with any such disability/learning difficulty successfully to pursue their work in equality with all other employees, through recognition of the additional support they may need to achieve this.

SRUC is committed to the Disability Confident scheme which includes recognition of the Two Ticks Positive About Disability process and guarantees an interview to people with disabilities

who meet the essential criteria for a job vacancy. Human Resources will monitor compliance with this commitment.

Please inform Human Resources if any adjustments or support are required for interview, or whether any adjustments or adaptations may help you overcome operational difficulties presented by the job. Although disabled applicants are not obliged to inform employers of their disability they will still be covered by the Equality Act 2010 once their disability becomes known.

STANDARD PRE-EMPLOYMENT CHECKS

When recruiting new staff we are required to ensure that the character and background of applicants are thoroughly assessed to maintain and implement an effective risk assessment and recruitment policy. We therefore take the following steps to vet any applicant:

1. REFERENCES

As part of the selection process references (employment and/or character) will be obtained on all potential new employees **prior to the commencement of employment**.

If you have previously been employed, your referees should be people who have direct experience of your work through working closely with you for a considerable period, and at least one of them should be your formal line manager in your most recent job. Otherwise they may be people who know you from recent college, school, or voluntary experience. It is helpful if you can tell us briefly how each referee knows you (e.g. 'line manager', 'work colleague', 'college tutor'). Your referees should not be related to you.

Your referees will be asked to comment on your suitability for the post and to provide details of the dates of your employment; your attendance during the last 12 months; and of any disciplinary processes which are still considered 'live'.

We will assume that we may approach them at any stage unless you tell us otherwise. If you wish us to ask for your permission before approaching a particular referee, or to contact them only under certain circumstances (for example, if you are called to interview) you must state this explicitly alongside the details of the relevant referee(s).

We have the right to withdraw a conditional offer of employment if the references are unsatisfactory, or if we are unable to obtain a reference without good reason within a reasonable time period.

2. MEDICAL

As part of SRUC's employment process, we ask all successful candidates to complete a preemployment medical questionnaire. The pre-employment medical questionnaire will be issued to the successful candidate at the offer stage. Please note that any offer of employment is conditional upon the completion of satisfactory completed pre-employment medical questionnaire.

The purpose of the pre-employment medical questionnaire is to ensure we fulfil our responsibilities under the Health and Safety at Work Act 1974 and ensure that the proposed employment does not present any risks from a medical point of view.

3. DISCLOSURE SCOTLAND

The successful applicant for this post will be subject to a Disclosure Scotland Report as to the existence and content of any criminal record (known as Basic disclosure) and any offer of employment will be subject to SRUC being satisfied with the outcome of the disclosure check.

SRUC may, following the check, terminate the contract with immediate effect if not satisfied with the suitability of the successful applicant for employment by reason of criminal record or antecedents. SRUC reserves the right to determine this issue at its sole discretion.

The relevant payment for Disclosure will be made by SRUC.

Application forms for Disclosure will be sent with the offer letter to the successful applicant. The form should then be completed in full and returned to Human Resources – we will then complete the necessary parts required by SRUC (including the payment details) for submission to Disclosure Scotland for processing.

Further information regarding disclosures and the Code of Practice and Explanatory Guide can be obtained from Disclosure Scotland's website at www.disclosurescotland.co.uk

APPLICATIONS

Applications from disabled applicants:

SRUC believes in equality of opportunity and freedom from discrimination for all its current and potential employees and strives to be a leader in the provision of this basic right and has accordingly made a commitment to improve employment opportunities for people with disabilities.

SRUC is an accredited member of the Department for Work and Pensions Disability Confident and Two Ticks 'Positive About Disabled People' schemes in recognition of our commitment to meet the essential five criteria regarding the employment, retention, training and career development of disabled employees. This means that SRUC has undertaken to guarantee an interview to all applicants with a disability who meet the essential requirements of the job as contained in the person specification and will take all reasonable steps to meet any special requirements individuals invited to interview may have.

Please let Human Resources know if any adjustments or support are required for interview, or whether any adjustments or adaptations may help you overcome operational difficulties presented by the job.

Applications from Non-EU Nationals:

The Immigration, Asylum and Nationality Act 2006 makes it a criminal offence for employers to employ someone who is not entitled to work in the UK. We therefore ask applicants to provide proof of their right to work in the UK before employment can commence.

For academic and research vacancies, or posts that require very specialist skills we can apply for a work permit (although there is no guarantee that this will be granted) if there are no suitable EU candidates available to appoint. Applicants who would need a work visa if appointed to the post are asked to note that under the UK's new points-based migration system they will need to demonstrate that they have sufficient points, and in particular that:

(i) they have sufficient English language skills (evidenced by having passed a test in basic English, *or* coming from a majority English-speaking country, *or* having taken a degree taught in English)

and

(ii) that they have sufficient funds to maintain themselves and any dependants until they receive their first salary payment.

In the case of all other posts it is highly unlikely that a work permit would be granted, therefore if you are not currently eligible to work in the UK it is unlikely that we would be able to consider you for those posts.

Please refer to the Home Office website if you require further information on their work permit procedure/requirements at http://www.ukba.homeoffice.gov.uk/workingintheuk/ or telephone 0114 207 4074 (the general enquiries line is open from 09.00 to 17.00, Monday to Friday, excluding public holidays.)

Completing the application form:

Your application will be judged solely on the basis of how your skills and experience match the requirements of the post, which are detailed in these further particulars. We are happy to consider transferable skills or experience which you may have gained outside the context of paid employment or education.

On-line Applications:

We would recommend that electronic applications are sent at least 24 hours in advance of the deadline, to ensure there are no technical difficulties.

All Applications:

Reference ASWF/AGR/031/24 should be quoted in all communications.

Closing Date: 15 February 2024

How will the information on the forms be used?

The information collected on the equal opportunities monitoring form does **not** form part of the selection process and will not be circulated to the selection panel. It will be used solely to monitor the effectiveness of SRUC's equal opportunities policy.

Your application form will be circulated to the selection panel. They will use this information to assess your suitability for the post against the selection criteria. If appointed, your application will be retained on your confidential personnel file. If you are unsuccessful, your application will be retained for six months and then disposed of securely.

At all times the information will be held securely in accordance with the terms of the Data Protection Act 1998.

INTERVIEWS

Interviews:

Candidates selected for interview will be informed in writing of interview schedule and location.

Additional Interview Requirements:

You will be asked at a later stage whether you need us to make any adjustments for the interview.

If you wish to discuss any concerns about the application process and scheduling in this respect, please contact Human Resources at recruitment.team@sruc.ac.uk.

Candidates who are invited for interview will be required to provide proof of their eligibility to work in the UK by producing verifiable documents. Details of the required documents will be sent to those candidates who are invited for interview and the relevant original documents must be brought along to the interview for checking and copying.

DISCLAIMER

These particulars are issued by Human Resources, SRUC, Edinburgh. They are intended to represent a description of the duties at the time of writing, although this accuracy cannot be guaranteed. SRUC reserves the right to vary these particulars or make no appointment at all. Neither in part nor in whole do these particulars form any contract between SRUC and any individual.

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JOB PROFILE FORM

Current Job Title:	Lecturer / Research Fellow
Current 305 Title.	Lecturer / Nesearch Fellow
Current Grade:	Grade 3 (indicative)
Generic Job Family:	Academic
Location:	Any campus
Division:	Academic
Line Manager:	Head of Department, Professor or Senior Lecturer/Reader as appropriate
	07.06.2021
<u>Date Form Created:</u>	

PART ONE: JOB PROFILE

1. Main Purpose of the Job:

- Responsibility for student supervision and supporting/coaching early career staff in the relevant subject/research area, providing specialist advice, support and academic leadership, where appropriate.
- Accountability for the planning and delivery of research, teaching and academic management activities and other projects within area of responsibility.
- Lead in knowledge exchange activities.
- Operate as an institution lead at local and national events and sector engagements.
- Role holders will actively contribute to the effective management and administration of SRUC, assuming responsibility for the management of allocated resources and contributing to the wider organisation of the subject area.

2. Scope of Job:

Learning, Teaching and Scholarship

- Design, develop and deliver a range of courses/modules across a subject area at all levels.
- Take a leading role to include administrative functions in all aspects of learning and teaching, enhancing teaching quality in SRUC.
- Planning, delivery of teaching, and assessment in relevant subject area(s).
- Contribute as required to skills training
- Involvement in the development of subject based pedagogy, where appropriate and applying knowledge derived from research and/or scholarship to teaching.
- Involvement in continuing professional development in relation to teaching and, where appropriate, related professional practices.

Research

- Pursue and deliver independent research proposals and/or collaborative research projects, project manage research activities, supervise and take responsibility for the research team.
- Disseminate and publish research findings in appropriate publications and conferences, and where appropriate, undertake knowledge exchange activities.
- Develop approaches which will enhance intellectual understanding and innovation in the field.
- Secure external resources to support research individually and/or jointly, as appropriate to the subject area.
- Engage externally with researchers and commercial organisations to promote funding opportunities and maximise research impact.
- Contribute to the development of SRUC research strategy.

*NB. a Teaching and Research contract will combine elements of both tracks.

Postholders are expected to engage in and undertake:

- Professional development activity appropriate/relevant to the post and related professional practices.
- Any other reasonable duties commensurate with the grade and nature of the post.

This is a generic job profile covering a range of functions (e.g. across teaching and research). Postholders will not necessarily carry out all of the duties set out in this job profile, and the duties listed are not exhaustive.

3. Position in Organisation:

- Reports to Head of Department, Professor or Senior Lecturer/Reader as appropriate.
- The postholder will be required to work in collaboration with colleagues in terms of both supplying and collating information and in planning, organisation and implementation of academic tasks.
- Postholders may be responsible for the line management of a small number of Teaching Instructor/Research Assistants and/or technical staff (normally no more than 3).
- Postholders will be responsible for supporting/coaching early career academic colleagues in the relevant subject/research area.
- Postholder will be expected to work in the main autonomously with monthly meeting with line manager.

4. Dimensions and Limits of Authority:

- Roles at this level may span research, teaching and/or academic administration (including oversight of set budgets), and whilst the relative importance of each of these strands will vary, all roles will reflect a developing academic reputation.
- Roles at this level represent extensive experience in teaching and/or research, in the
 case of internal candidates following progression from Teaching Associate/Research
 Associate, reflecting a developing reputation in research and/or teaching.
- Role holders will possess sufficient breadth and depth of knowledge in the specialist subject/discipline and their administration within the organisation to develop research/teaching programmes using, methodologies/learning support understanding gained over a number of years.

5. Contacts/Communications:

- The postholder will have regular contact and work in collaboration with other academics both within and out with their department, across the wider organisation and beyond
- They will have direct contact with students and will be expected to undertake mentoring, teaching and assessment of the same.
- They will be in regular contact with members of the academic support services both at a faculty level and in support of the Registry, CELT and ROS functions supplying and collating information, and participating in administrative functions, as required.
- Research active colleagues will be expected to be in contact with funders and other stakeholders, and be in a position to identify and influence new funding opportunities and to be able to seek and negotiate new contracts. They may also be responsible for a research and/or teaching budget.
- Colleagues involved in teaching will be involved in reporting and presenting to such quality assurance bodies as relevant to their subject area.
- All staff will be expected to be involved in outreach activities (including, where applicable, student recruitment activities) with the general public, schools and other bodies, including open and applicant days, to promote SRUC.

6. Qualifications:

Either:

A.

 Scottish Credit and Qualification Framework level 12 (Doctorate or similar) (or equivalent qualification) in a relevant discipline, either submitted or awarded by the time of appointment.

Or B.

• Extensive teaching or industry experience equivalent to the above.

Or C.

- Relevant professional qualification (e.g. MRCVS, MD or LLB), and
- postgraduate specialist qualification in a relevant discipline, or equivalent experience.

7. Experience:

- Role holders will have a track record of published research and/or development and delivery of teaching, and proven ability to develop and devise teaching and research programmes, techniques and methods.
- Breadth and depth of knowledge in the specialist subject/discipline to develop teaching/research programmes/ methodologies/learning support including participation in Department level administrative responsibilities (assisted as appropriate by administrative staff).
- Experience in the assessment and grading of students' work.
- Experience and achievement in the relevant field reflected in an expanding personal academic portfolio in teaching and/or research.
- Proven ability to design, review and enhance learning, teaching and assessment and/or research programmes.
- Experience of developing and demonstrating teaching and research methods and devising models, approaches, techniques, critiques and methods.
- Ability to communicate complex or conceptual ideas to those with limited knowledge and understanding (e.g. to students and early career academic colleagues).
- Continuing engagement with current practice and developing knowledge.
- Ability to contribute to broader leadership and management activities along with an awareness of current and future priorities of the Dept/Faculty/SRUC.
 Understanding of relevant health and safety policies and procedures relative to the role, and the quality outputs and standards required

8. Working Environment:

- Shared office or single occupancy office as appropriate
- Regular time likely to be spent in classrooms, laboratory type working environment and/or outdoors
- Limited out of hours working e.g. at open / applicant days, or where teaching / research programme structures dictate.
- Ability/willingness to travel to other SRUC / SRUC Partnership organisation locations as required to fulfil the requirements of the post

PART TWO: DUTIES & KEY RESPONSIBILITIES 1. Learning, Teaching and Scholarship or Learning, Teaching and Research or Research (as outlined above), including professional development activities 2. Internal administration 20% 3. External engagement and knowledge transfer 20%