Application to the Royal Society of Chemistry for re-accreditation of training at Domino Printing Sciences.

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Submitted by:

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Domino Printing Sciences

Revision 1.

**Foreword**

Founded in 1978, Domino has established a global reputation for the continual development and manufacture of its total coding and printing technologies that meet the needs of manufacturers and sets new industry standards in quality and reliability.

Through a global network of 25 subsidiary offices and in excess of 200 distributors, the Domino Group operates in over 120 countries employing over 2,700 people worldwide with manufacturing facilities situated in UK, China, Germany, India, Sweden and USA. On 11 June 2015, Domino became an autonomous division of Brother Industries Limited. Brother Industries Limited is a public company based in Nagoya Japan and is listed on the Japanese Stock Exchange (6448:Tokyo).

Research and Development.

Domino’s innovation strategy is at the heart of our ability to deliver new world class products and it drives all areas of our business. Domino’s official mantra is ‘Do More’, which reflects the extent to which R&D is a central focus and that listening to our customers, to fully understand their business challenges, is what provides us with the impetus to drive our business forward.

Domino Printing Sciences provides innovative and leading-edge coding solutions to a World-Wide customer base. This means that the development and intelligent application of cutting-edge science and engineering is pivotal to the future of the company. The professionalism and competence of our scientific and engineering staff is one of the major attributes of the company’s success. Their development is critical to the future of the company.

In 2013 Domino established a Royal Society of Chemistry (RSC) accredited scheme which has provided a structured opportunity for employees to achieve membership and chartered status. Employees are being strongly encouraged to join the RSC and follow the accredited training programme, which should become an integral part of training and Continuing Professional Development within the company. Over the past five years we have had eight staff awarded Chartered Chemist and we have evolved the scheme over that time, taking into account feedback from our external examiner, our RSC Professional Standards contact and the candidates themselves. Domino acknowledges the value that this scheme has brought. The candidates acknowledge the value of the process, especially their need to reflect on their career and continuing personal development. Domino therefore seeks to re-submit this application to continue the RSC accredited scheme.

As Co-ordinator for the Programme, I will continue to lead the mentoring and support for our chemists and technicians to enable them to achieve and maintain their professional status through training and Continuing Professional Development. This document has evolved over the five years of running the scheme and the changes are outlined in the revision notes, below.

Steve Lancaster, CSci, CChem, FRSC

Revision notes

Page numbers refer to revision 3 of the original accreditation document.

|  |  |  |
| --- | --- | --- |
| Item | Page number | Change |
| 1 | 2 | Foreword changed to reflect the ownership of Domino by the Brother group and the fact that this is a re-submission. |
| 2 | 3  | Aim section changed to reflect re-submission. |
| 3 | 3 | Aim section changed to enable other suitable sites to be included in the accreditation. |
| 4 | 4  | Evolution and key learnings from the first five years of the scheme. |
| 5 | 5  | Introduction changed to reflect the growth in Domino employment. |
| 6 | 5  | Introduction. Amended to reflect a more recent award. |
| 7 | 5  | Introduction amended to reflect that this is a submission for re-accreditation. |
| 8 | 5  | Introduction inclusion of two deputy coordinators within the scheme. |
| 9 | 6  | Company structure amended to reflect new ownership. |
| 10 | 8  | Performance management system amended to reflect the change to the company financial and performance management year. |
| 11 | 9  | Proposed set up of an RSC accredited training scheme changed to Continuation of RSC accredited scheme. |
| 12 | 13  | Under direct assessment route to CChem, It is proposed that candidates who have… changed to Candidates who have… |
| 13 | 21  | It is proposed that the appraisal process be based upon: changed to The appraisal process be based upon: |
| 14 | 21  | Interview by the RSC Co-ordinator and representatives of the RSC changed to Assessment of the portfolio by the mentor, the scheme coordinator and at least one of the two deputy coordinators. In the absence of the coordinator, the portfolio will be assessed by both deputy coordinators. The RSC may interview any candidate if it chooses. |
| 15 |  | Table changed to reflect the assessment changes outlined in point 13, above. |
| 16 | 21  | Management of accredited Scheme changed to reflect the management of the scheme by the coordinator and two deputies. |
| 17 | 22  | Liaising with the IOP to ensure alignment has not happened. Reference to this removed. |
| 18 | 22  | Staff support structure: The Co-ordinator will be an experienced chartered chemist working in Domino Printing Sciences and is accountable for: changed to The Co-ordinator and deputies will be experienced chartered chemists working in Domino Printing Sciences and is accountable for: |
| 19 | 23  | Coordinator changed to coordinators to reflect the presence of two deputy coordinators in the QA process. |
| 20 | 23  | Informal discussion with the RSC during assessment panels, changed to … assessment processes. |
| 21 |  | Appendix 8 – organisational structure removed. Out of date. This can be accessed elsewhere is required. |
| 22 |  | Appendix 9 – check list for CChem portfolio submissions and interviews is now Appendix 7. Text in the document changed to reflect this |
| 23 |  | Appendix 10 changed to Appendix 8. Text in the document changed to reflect this |
| 24 |  | Appendix 9. Accredited Scheme leadership organogram |

Aim

This re-submission is made by Domino Printing Sciences (Domino) to the Royal Society of Chemistry (RSC) in order to demonstrate how Domino will continue to provide the framework for employees to achieve professional membership (MRSC) then pursue Chartered Chemist (CChem) status as appropriate. The accredited scheme will incorporate the Domino structured training programme for chemists and technicians working in chemistry at relevant Domino sites.

Scope

This document incorporates a brief history of Domino and the accredited scheme, the key objectives of the scheme and the monitoring and assessment processes that will be employed. Domino competencies are matched against the RSC’s key professional attributes.

Examples of general courses and relevant seminars and conferences are included. Additionally, examples of CChem level roles within Domino illustrate the scope of careers undertaken by chemists and technicians. Within the business the breadth of chemistry careers on offer is illustrated.

Evolution and key learnings from the first five years of the scheme.

The first five years of the scheme typically involved each candidate undergoing an interview with the RSC representative and the RSC’s external assessor. This was the preferred method to run the scheme to give the coordinator the confidence that we were meeting all the requirements. The mentor and scheme coordinator were present in the interviews as observers only. After the interview process for each candidate the coordinator received feedback from the RSC and external examiner. These suggestions were incorporated into revisions of the accreditation document and the coordinators, deputy coordinators and mentors used this as a means of improving the mentoring and quality of submissions. The revision notes are outlined above. Additionally, a check list has been added (Appendix 6) which incorporates the assessor’s and the RSC’s comments and suggestions over the 5 years of running the scheme.

As the size of the department has grown, so too has the number of chartered chemists. We have trained new mentors and expanded the number of candidates in the scheme to reflect this. Both mentors and mentees find the process of achieving CChem useful and enjoyable. Of note is that the process causes the candidates (and mentors) to reflect on their careers and to develop the ability to critically evaluate the input into their own career development and the needs of Domino. It provides a focus and enables the candidate to identify areas which need more work. It has been particularly gratifying that candidates develop an appreciation for the role that they play as professional scientists within the wider scientific community through their outreach activities. The scheme has also proven valuable in the recruitment process. Recent experience has taught us that the best candidates for the job without exception probe us on the career development and training opportunities. The presence of the accredited scheme has provided tangible benefits in recruitment and contributed to Domino being able to secure the best candidates.

One key change in the re-submission is the request to The RSC that Domino be authorised to carry out the assessment interview if necessary, in the presence of the RSC observer and then to decide whether to recommend the award of CChem. Our quality control processes have ensured that all our submitted portfolios have been successful. The favourable comments from the external assessor and the RSC have shown that we can be confident that we have sufficiently robust procedures in place.

The major change in this re-submission document is therefore that we are requesting the authority to interview candidates in house, in the presence of an RSC observer where necessary and recommend the award of CChem.

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Introduction

Domino Printing Sciences is now part of the Brother Group of companies and employs over 3000 people world-wide. Our commercial and R&D headquarters are based in Bar Hill, Cambridge. We believe that our workforce is key to our success. Domino invests in its employees and their future through training and development and believes in empowering employees to take a proactive approach to their roles.

As you would expect from a market leader, our products are best in class as are our people. At Domino, we seek to challenge our people to achieve their best and the organisation’s goals. We employ the highest quality people on both a national and international basis in a wide variety of occupations. All employees are actively encouraged to develop themselves. Training, job rotation and on the job experience are widely available to help each individual progress in his or her career.

In applying for re-accreditation we will continue to evolve and support the development of our scientific staff towards professional membership, registration and chartered status. The scheme will be open to all working in the field of the chemical sciences to gain professional body recognition of competence and experience in roles including technicians, technologists, scientists and managers, across the Domino sites.

The scheme will provide a clearly defined route to membership of the RSC (MRSC) and to chartered status (CChem), for staff working in the chemical sciences who can demonstrate appropriate chemistry knowledge and experience. The scheme may be extended in the future to include Registered Science Technician (RSciTech) and Registered Scientist (RSci). Should this be required, we will amend this submission document appropriately and seek the guidance of the RSC Professional Specialist.

The scheme will be managed internally through the appointed RSC Coordinator, two deputy coordinators and a team of experienced Chartered Chemists who will act as mentors to support and guide candidates through their development. We have 5 years of experience of running our scheme and this means that we are aligned with the RSC’s examiner and have developed robust quality control for our scheme. We would like to continue to offer an accelerated route for achieving MRSC and chartered status for all employees working in the chemical sciences by incorporating a 2-year phase to reach MRSC followed by a further 2 years to achieve CChem. For suitably experienced employees there is a mechanism to direct membership and chartered status.

In summary the scheme will continue to utilise workplace assessment supported by a mentor, who is an experienced Chartered Chemist, and the RSC Co-ordinator and two deputy coordinators to develop the knowledge, skills and experience necessary for a professional chemist. There will also be input from the HR training coordinator, to ensure continued alignment with corporate policy.

It should be noted that the company CPD framework is subject to continuous improvement. This process may modify the information in this document. However, if any changes are made that significantly affect the RSC accredited scheme, the RSC will be consulted.

Successful candidates may be requested to make their portfolios available as learning tools to other candidates.

**Company Structure**

As part of the Bother Group, Domino Printing Sciences comprises a group of manufacturing divisions, each with unique capabilities, targeted at industries utilising coding and marking for product identification and printing of variable data.

Within the UK, Domino has 3 main sites (the main UK offices, R&D and production facility in Bar Hill near Cambridge and an ink production facility in Liverpool. Domino also has offices and some additional manufacturing facilities in the USA, Canada, Mexico, Germany, France, the Netherlands, Spain, Portugal, Dubai, China and India.

The majority of Research and Development is conducted by Domino at the Bar Hill site near Cambridge, with links to smaller R&D functions in other Group Companies and non-UK offices.

Appendix 8 contains details of the R&D organisational structure, including the Marking Materials structure where the majority of chemist roles are located.

Company Policy

Domino is keen to promote the ongoing training and development of all employees, including encouraging individuals to undertake professional development programmes and become members of recognised professional bodies.

The Domino Training and Development Policy sets out the principles and support that employees can expect with respect to the investment of time, money and other resources to develop within their current role and support their career development and professional development.

In addition to the general support offered under the Training and Development Policy, all employees who are employed at a “D Grade” or above have the following term within their contract of employment which is inserted in the Benefit Section.

“Membership of approved Professional Institution - the Company will pay the fee for membership of one appropriate Professional Institution.”

Overall, this is designed to promote and support employees in registering and maintaining professional accreditations and membership of professional bodies.

The Domino Training and Development Policy and the Colleagues Guide sets out Domino’s approach to contribution to qualifications funding, study leave and support to employees studying for relevant qualifications, which includes study for professional qualifications and accreditations.

As part of Domino’s Corporate Responsibility policies and procedures, Domino are committed to building links with local businesses, organisations, communities, and groups to enable Domino to play its part fully in building prosperity in Cambridgeshire and where Domino has a business presence (via local offices, production facilities, and operations). This includes building links with Professional Bodies and other influential groups where Domino can contribute to the improvement of local economies, environments, education of people, and ongoing well-being of local communities.

Domino also recognises the benefits that being members of professional bodies can bring to the organisation. These include Continuous Professional Development (CPD), assurance that employees are up to date on compliance, legal, best practice and other topics of interest. It also fosters discourse within their specific professions, and the standing that comes from having employees who are recognised outside of the organisation of contributing to their profession and wider debates.

Domino will deploy this policy in line with its commitment to Equal Opportunities, Fairness and Equality within the workplace, with all requests for membership to specific professional bodies treated on merit. All business functions within Domino are included within these policies, to reflect the wide range of professional bodies that are available to employees (including scientific, engineering, financial, management human resources, procurement marketing, and other relevant professions to Domino operations),

Training and Development at Domino

Performance Management System

Domino operates a Performance Management system which is designed to support the delivery of business results, This focuses individuals on the contribution they are required to make, recognise performance and contribution, and support the individual (through training, development, coaching and other support mechanisms) to be able to achieve the results required.

The process is summarised in the diagram below:

 

**Figure 1 Performance Management Process**

Within the process, individuals agree objectives and standards of performance which they are managed against during each performance period. The performance period aligns to the financial year for Domino runs from 1 April to 31 March the following year. During this year, individuals should receive relevant coaching and support to achieve their objectives, along with a minimum of one formal review.

Individuals participating in the Accredited Scheme would have this added into their objectives and where possible, participate in Domino work and projects that supports the achievement of outcomes required by the Accredited Scheme. Their progress within the Accredited Scheme will be reviewed by their line manager via coaching, midyear reviews and annual appraisal. Time to participate and undertake work required by the Accredited Scheme should be balanced into the individual’s workload and associated performance objectives.

In order to fulfil our mission to become the leading supplier of equipment and services to industrial and commercial printers worldwide, we must live the Domino values, adopt the habits, implement the strategies and achieve the goals we have set ourselves.

**Performance Plus**

Performance Plus is the name given to a long-term initiative whose aim is to achieve a significant and continuous improvement in our Company performance.

Pressure from competition, changing customer needs and the effects of global economies inevitably put pressure on our business.  Performance Plus has been introduced to ensure that Domino continues to grow and the workforce is sufficiently trained and flexible to respond to the changing economic and commercial environment.

The two main aims of Performance Plus are that:

* We develop managers to lead successful Domino businesses.
* We drive the performance of our teams to achieve business excellence.

Continuation of the RSC accredited training scheme

Any employee wishing to join the scheme will first be expected to join the RSC at AMSRC or, if appropriate, MRSC level. To achieve MRSC and ultimately CChem the candidate will be required to work in a chemical sciences role and to demonstrate appropriate chemical experience, skill and knowledge, and that they have acquired the key attributes and technical competencies required by the RSC through their professional activity. To achieve CChem, the candidate should be an experienced scientist with an appropriate in-depth knowledge of specialist areas of chemistry; they should fulfil the following:

• use specialist chemical skills relevant to their practice;

• may take responsibility for directing chemists and scientists;

• makes a significant personal contribution;

• demonstrates professionalism in the workplace; and

• maintains chemical expertise through Continuing Professional Development.

This scheme will provide an accelerated route for achieving MRSC and chartered status for all scientific staff with appropriate professional experience. It will offer a flexible approach, taking into account academic qualifications, role and work experience. There will be two basic routes:

• Candidates with less than five years post M-level experience will follow a development route that utilises work-based experience to demonstrate their competency.

• Experienced individuals, typically those with five or more years of relevant post M-level experience will apply for direct assessment to reflect this experience at work. However, all evidence must be from time in formal employment, so PhD experience cannot be used.

The benefits of using the Domino accredited scheme will be that the candidate can achieve professional status over a shorter time scale than is standard and provides an efficient route using Domino’s CPD and training schemes. These are achieved through the use of the strong company-based performance and development management system, coupled with the support provided by industrial mentors.

This offers a flexible approach to reflect the diversity of candidates working in Research and Development within the Marking Materials Department and, where appropriate, elsewhere within Domino.

General Requirements of the Scheme

In general, for graduates having a degree with sufficient chemical sciences content the scheme will consist of a 2-year period where the candidate will be working to achieve their membership of the RSC, followed by a second 2 year period where the candidate will be working towards their CChem. A direct route is available for candidates with more experience. For those without accredited or recognised degrees their application will be considered on a case by case basis with input from RSC staff.

As part of the assessment the candidate will be required to demonstrate appropriate professional experience against the attributes. The MRSC stage will require candidates to demonstrate appropriate professional experience in 5 attributes whilst the CChem stage requires demonstration against 12 attributes. These attributes are tabulated below:

|  |  |  |
| --- | --- | --- |
| MRSC RSC Key Skills | * Oral and written communication
 | * Improving learning and performance
 |
|  | * Handling information
 | * Planning and organisation
 |
|  | * Working with others
 |  |
|  |  |  |
| CChem RSC Key Skills | * Significant personal contribution (A1)
 | * Develop chemistry and other professional skills (A3)
 |
|  | * Evaluate critically and draw conclusions (A4)
 | * Health safety and environmental issues (D)
 |
|  | * Professional skills (A2)
 | * Integrity (B1)
 |
|  | * Written and oral presentations (C1)
 | * Broader developments in chemical science (E)
 |
|  | * Planning and organising (B2)
 | * Discussion of work (C2)
 |
|  | * Teamwork (B3)
 | * Exert effective influence (C3)
 |

**Table 1. RSC attributes**

Candidates who do not have an accredited degree will need to demonstrate that they have the technical knowledge and skills corresponding with that of an accredited degree in the chemical sciences for MRSC and master’s degree for CChem. Therefore, as part of their MRSC assessment evidence will need to be provided to demonstrate their suitability to be considered for the CChem scheme.

Staff on the Domino Accredited scheme.

Domino will ensure that all staff registered on the scheme become Associate Members of the RSC (AMRSC) or full members (MRSC) if they are not so already.

The Scheme will ensure consistency of training and Continuing Professional Development of all staff. The initial two-year scheme will provide the necessary training and development such that the candidate is able to satisfy the RSC's admission requirements for MRSC upon its completion.

Routes to Chartered Chemist

The scheme will provide a number of flexible routes depending upon the candidate’s requirement and experience. The following flow chart is a guide and each application will be considered on a case by case basis. In particular, where an accredited or recognised qualification is absent, the timeframes (e.g. length of experience) may be longer.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Accredited****Degree** |  | **Recognised****Degree** |  | **Non Recognised****Qualification** |
| **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |
| <5 years experience |  | > 5 years experience |  | <5 years experience |  | > 5 years experience |  | <5 years experience |  | > 5 years experience |
| **⇩** |  |  |  | **⇩** |  |  |  | **⇩** |  |  |
| Submit to RSC for AMRSC |  | **⇩** |  | Submit to RSC for AMRSC |  | **⇩** |  | Submit to RSC for AMRSC.  |  | **⇩** |
| **⇩** |  |  |  | **⇩** |  |  |  | **⇩** |  |  |
| MRSC work based scheme |  | Submit to RSC for MRSC |  | MRSC work based scheme |  | Submit to RSC for MRSC scheme |  | MRSC work based scheme and |  | Submit to RSC for MRSC |
|  |  |  |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |
| **⇩** |  | **⇩** |  | pre CChem assessment |  | pre CChem assessment |  | pre CChem assessment |  | pre CChem assessment |
|  |  |  |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |
| In sufficiently senior role |  | In sufficiently senior role |  | In sufficiently senior role |  | In sufficiently senior role |  | In sufficiently senior role |  | In sufficiently senior role |
| **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |  | **⇩** |
| CChem work based scheme |  | CChem work based scheme or direct assessment |  | CChem work based scheme |  | CChem work based scheme or direct assessment |  | CChem work based scheme |  | CChem work based scheme or direct assessment |

Figure 2. Guidelines on the routes to chartership

Registration

To register for the Domino-RSC accredited scheme a prospective candidate would contact the RSC Co-ordinator or deputy co-ordinators.

An assessment of the candidate’s academic qualifications, role and experience will be carried out to determine which of the routes to chartership is appropriate, (Figure 1) and the details passed on to the RSC office.

Prior to starting the scheme candidates will be expected to be able to demonstrate that they:

• Have a broad and balanced appreciation of key chemical concepts related to their field of work;

• Have developed a range of skills so that they can understand and assess risks and work safely in their job role;

• Have the ability to apply standard methodology to arrive at solutions to problems in their working environment;

• Be able to demonstrate a critical understanding of the science related to their work;

• Be able to discuss, in detail, the science of their general area of work in a chemical context; and

• Show a general awareness of chemical issues related to topics of public interest and concern.

For the candidate to progress to CChem assessment they would be required to demonstrate that they:

• Have a comprehensive understanding of the underlying chemistry of their specialist area;

• Have demonstrable ability to solve problems related to their area of work and show ability to undertake work independently;

• Are able to adapt and apply methodology to the solution of unfamiliar types of problems in their working environment;

• Have an awareness of advances at the forefront of their area of chemistry; and

• Have the ability to advance their knowledge and understanding of chemical science through Continuing Professional Development.

As described above, candidates without an accredited degree may have sufficient experience to progress to CChem but they would have to undertake an assessment prior to commencing the CChem route to ensure that they have the appropriate technical background.

Mentor

On acceptance onto the scheme, a mentor will be agreed with the candidate. The mentor’s role will be to provide support and guidance to the candidate during the assessment process.

The mentors will be selected to match their skills, experience and knowledge with that of the candidate. Wherever possible the mentor will be selected from a work area separate to that of the candidate to allow the mentor to provide an independent view of the candidate’s development.

The intention is that the mentor will remain with the candidate until they achieve CChem. When a mentor can no longer fulfil their role for whatever reason a suitable alternative mentor will be agreed. Typically a mentor will support a maximum of 2 candidates.

Workplace Assessment

During the workplace assessment the candidate will develop their skills, experiences and knowledge of the chemical sciences to fulfil the key attributes required for MRSC or CChem as appropriate. This will be undertaken through normal work placed activities and appropriate outside interests that demonstrate competency against the requirements of the RSC. As a guide, 2 pieces of evidence for each attribute is required, with no more than half a page of commentary. This evidence should be cross referenced in the body of the text to ensure ease of assessment. Candidates registering for MRSC or CChem will be required to produce a portfolio of evidence. The candidate may find the RSCs on line CPD tool useful. <https://www.rsc.org/cpd/members/objectives>

Examples of work packages are provided in the competency tables for MRSC and CChem. In terms of gathering suitable items of evidence the following are suitable to illustrate the development of the candidate over the period of work.

• Authored documents such as investigation reports, Instructions, training guides, COSHH assessments etc;

• Demonstrating planning, organising, participation in meetings and carrying out actions arising from the above;

• Training records, including appropriate CPD events which may include conferences, seminars, manufacturers user’s meetings and reading appropriate papers, journals and articles;

• References to other documents and/or copies of selected sections; and

• Presentations (internal and where appropriate), external, contributing to publications.

During the assessment period the candidate and mentor will meet regularly with the aim of:

• Reviewing and assessing progress;

• Reviewing evidence to check suitability, standard and application to the required competencies; and

• Recording the progress in the candidate’s evidence folder.

To support the evidence folder an assessment matrix will be maintained that summarises the development of evidence. Templates for these can be found in appendices 3 and 4. The matrix will be countersigned by the mentor and RSC Co-ordinator supporting the submission. During preparation of the portfolio, the assessor will expect to see appropriate cross referencing of evidence, at least 2 relevant items (maximum of 3) of evidence per attribute, a candidate’s job description and CV. Please provide an explanation for any acronyms used and do not assume that the assessor will have any specialist knowledge.

Direct Assessment Route to CChem

Candidates who have sufficient relevant experience will be able to apply directly for assessment with no work place assessment. In this case the candidate will be required to generate the evidence folder and the assessment matrix with suitable examples of work from the preceding two years’ work. An example of a successful completion of an application for direct access CChem is given in appendix 5. However, it should be noted that this example is somewhat more detailed than would usually be required. As a guide, the usual requirement is 2 pieces of evidence per attribute. The commentary should be cross-referenced to the evidence with a maximum of half a page of commentary per attribute.

The candidate has 12 months from registration onto the scheme to submit their CChem portfolio.

RSC Key attributes and Relationship with Domino’s Performance Plus.

Domino employees undergo training and development through an online programme called Performance Plus, as introduced previously. The Performance Plus summary guide is included as Appendix 10.

The following tables map the competencies and attributes required by Domino’s performance Plus initiative with the attributes for MRSC and CChem. This will allow the candidates to use common examples for both the RSC key attributes and Performance Plus and to build a Personal Development Plan (PDP) which fulfils both requirements, and longer term, to implement an efficient CPD strategy.

Part of an individual’s PDP may contain actions that link to Domnio’s commitment to Corporate Social Responsibility (CSR) activities and Health & Safety obligations.

a) Corporate Social Responsibility (CSR)

Domino has worked hard over the years to ensure it balances its commercial and corporate activities with its wider responsibilities to the environment, communities and its entire supply chain (both locally in Cambridge and globally where applicable). Employees are encouraged to:

• Become involved with local communities and schools, and subject to management approval, can deliver educational sessions in schools, become involved with Young Enterprise Schemes and other voluntary schemes;

• Support the wide variety of charity fund raising employees get involved in (such as triathlon events for BBC Children in Need, London to Cambridge cycle rides for Breakthrough Breast Cancer and other activities identified by the Domino Charity Committee);

• Contribute to day to day work that ensures we fulfil our commitments in the supply chain, ensuring we use materials and suppliers that do not breach of procurement policies linked to CSR issues, and we can demonstrate good practice to our customers.

b) Health and Safety

All employees are required to comply with all the relevant Domino Health and Safety policies and complete all of the relevant mandatory Health and Safety training requirements. Many of these modules are held on Performance Plus, as well as ensuring local training around lab safety, COSHH activity and spills / emergency procedures are adhered to.

In 2014, Domino gained BSI OHSAS 18001 accreditation for the Bar Hill site (which includes the Marking Materials Research and Development function). The OHSAS 18001 model is outlined below for information:



**Figure 3. OHSAS 18001 Model**

Employees are encouraged to get involved as much as possible, with the goal of creating a health and safety culture of continual improvement. Examples of where employees can become involved are:

• **Policy** reviews, which are conducted every 2 years

• **Planning** activity, including identifying hazards, assessing risks and deciding on control measures;

• **Implementation** work, including the delivery of local training and awareness sessions, involvement in Health and Safety committees, fire marshalling, first aider and other roles identified by Emergency Committee Members

• **Checking** Activity such as workplace inspections, accident and dangerous incidents reviews, and checking whether objectives are being met

• **Reviews,** looking at whether the system is succeeding in controlling risk and looking for ways to improve it.

Overall, Domino is seeking to create a culture where employees are engaged and contributing to continual improvement activity linked to Health and Safety and CSR issues, rather than just displaying compliance behaviours and attitudes

The Health, Safety and Environmental aspect of the requirements should contain a significant element of Environmental evidence (see examples, above). Evidence of COSHH activity in isolation is not usually sufficient.

MRSC Competency Map

|  |  |  |
| --- | --- | --- |
| RSC Key Skill | Domino Competency  | Typical Technical Competency Examples |
| Oral and written communication | Influencing | * Produce and present internal technical reports which are peer reviewed, with clearly and logically derived conclusions, which adds value to the process.
* Build case for capital expenditure. Knowledge of business needs and payback of proposed investments to be built into the case.
* Preparation of a business case for work package
 |
| Impact and Acceptability | * Prepare and deliver local training package to team demonstrating a changed working practice or implementing a new instruction.
* Participate in monthly presentation to Marking Materials department.
 |
| Energy | * Chair meetings.
* Enhance Domino’s presence in the external world. E.g., by attending external events, giving external presentations, interacting with universities, participating in professional events.
 |
| Handling information | Self organisation | * Analysed technical data and produced recommendations based on sound scientific conclusions which add value to the process.
* Maintains effective work control through the use of IT and paper-based systems
 |
| Stress Tolerance | * Maintain effective performance despite the stressors inherent in the work
 |
| Consistently delivering work that exceeds expectations | * Set and accept stretching objectives
* Volume of output consistently high whilst maintaining quality
 |
| Improving learning and performance | Adaptability | * Completion of technical objectives set by line management
* Willing to work in areas which are unfamiliar
* Maintaining effectiveness despite significant changes in the working environment.
 |
| Initiating Action | * Demonstrate pro-active behaviour.
* Express ideas in the form of clear and decisive proposals.
* Use colleagues ideas as a basis for action
* Deliver ‘risky’ decisions.
* Evidence of achievement through formal training and/or CPD activities.
* Attend technical seminar e.g. RSC event or manufacturers event.
 |
| Planning and organisation | Delegating | * Gathering and presentation of data
* Presentation of conclusions and recommendations
* Independent decision making and discretion to take action.
* Created and implemented spreadsheet /monitoring regime for tracking of technical data.
 |
| Directing | * Responsible for producing safety related documentation e.g. work plans, risk assessments, COSHH, environmental assessments and corporate environmental activities.
* Chairing meetings
* Give clear instructions
 |
| Style flexibility | * Showing a range of styles with which to overcome obstacles
* Building coalitions
* Established new structures and procedures
* Implement new techniques.
 |
| Working with others | Listening and empathy | * Plan daily or weekly workload with team members.
* Participated in peer review of another person’s work.
* Gathering contributions from other, e.g., in meetings and problem-solving situations
 |
| Negotiating | * Prioritising conflicting demands on resources.
* Not afraid to question when in need of clarification
* Regularly test your own understanding
* Able to summarise concisely.
 |

**Table 2. MRSC Competency Map**

Chartered Chemist Competency map

|  |  |  |
| --- | --- | --- |
| RSC Key Skill | Domino Behavioural competency  | Typical Technical Competency Examples |
| Significant personal contribution | Impact | * Delivery of peer reviewed technical report
* Active participation in delivering projects
* Initiating a change to accelerate programme of work or reduce cost.
* Supervise and plan.
* Ensuring that all work results in added value and making a judgement as to whether sufficient value is being generated.
* Working across disciplines.
 |
| Professional skills | Networking | * Working across disciplines
* Speaking with people regularly to the immediate business benefit of Domino
* Ability to see where alternative ideas and information may benefit another area.
* Working with external organisations including service providers and academic institutions.
* Delivered a technical presentation to a technical audience e.g. internal meeting or external conference.
 |
| Team working | * Building successful long-term relationships with colleagues in the immediate teams and across disciplines.
 |
| Creativity | * Generating a wide range of possibilities including some that are radical and original
 |
| Judgement | * Drawing accurate conclusions, reacting sensibly and taking appropriate actions.
 |
| Questioning and analysis | * Obtaining, comprehending and representing complex data.
 |
| Develop chemistry and other professional skills | Industry knowledge | * Evidence of training undertaken which develops chemistry understanding of underlying processes relevant to work e.g. Internal and external conferences, seminars and courses
* Evidence of training undertaken for personal career development e.g. presentation skills course, IT course.
 |
| Specialist knowledge | * As above.
* Publication of papers in peer reviewed journals,
* Use of specialism to add value to the business
* Involvement with Interest Groups.
 |
| Health safety and environmental issues | Safety leadership | Employees are encouraged to get involved as much as possible, with the goal of creating a health and safety culture of continual improvement. Examples of where employees can become involved are:* ***Policy*** reviews
* ***Planning*** activity, e.g., identifying hazards, assessing risks and deciding on control measures;
* ***Implementation*** work, e.g., the delivery of local training and awareness sessions, involvement in Health and Safety committees, fire marshalling, first aider and other roles identified by Emergency Committee Members
* ***Checking*** Activity e.g., workplace inspections, accident and dangerous incidents reviews, and checking whether objectives are being met
* ***Reviews***, e.g., looking at whether the system is succeeding in controlling risk and looking for ways to improve it.
* Evidence of involvement in ISO1801 activities and other environmental programmes
 |
| Evaluate critically and draw conclusions | Decisiveness | * Produced technical paper or memo with logical and evidence-based conclusions.
* Give recommendations and conclusions clearly and in time.
* Modify operating procedures or method based on own evaluation of requirement for amendment.
 |
| Integrity | Impact and Acceptability | * Evidence where technical work has withstood challenge and debate e.g. via peer review forum.
* Challenging current work practices, e.g. safety challenge where unsafe working practice has been adopted or concern over basis of technical data used to reach a conclusion.
* Have line management responsibilities which include handling of personal data.
 |
| Planning and organising | As per MRSC key skill | * As per examples provided in MRSC mapping but must be recent.
 |
| Broader developments in chemical science | Networking | * Participate in external events e.g., local or national RSC events such as attending local branch events, becoming involved on local section or regional division committees.
* Attend technical seminars such as RSC technical events or seminars run by other professional societies e.g. BNES or IMechE or Inst of Physics.
* Completion of further chemistry-based education module or courses, e.g., ChromAcadamy or OU courses
* Become involved with local communities and schools, and subject to management approval, deliver educational sessions in schools, become involved with Young Enterprise Schemes, Schools Outreach including STEM, Chemnet, and other voluntary schemes;

Support the wide variety of charity fund raising employees get involved in (such as triathlon events for BBC Children in Need, London to Cambridge cycle rides for Breakthrough Breast Cancer, Scientific charities such as Foundation For Analytical Science & Technology in Africa and other activities identified by the Domino Charity Committee);  |
| Written and oral presentations | Speech.As per mapping for MRSC key skill | * As per examples provided in MRSC mapping but must be recent.
 |
| Discussion of work | JudgementTeam workingImpactInfluencing | * Presentation of technical work which has undergone technical peer review via debate and discussion at a meeting.
* Production of discussion paper to stimulate debate on a technical issue.
* Evidence of incorporation of technical feedback into work.
* Presentation of work at Department – wide meetings.
 |
| Teamwork | As per mapping of MRSC key skill | * As per examples provided in MRSC mapping but must be recent.
 |
| Exert effective influence | Impact and influence | * Implement and lead a technical change, e.g. revision to operating practice or safety case.
* Produce and present a peer reviewed technical report with a successful outcome.
 |

**Table 3 Chartered Chemist Competency Map**

Appraisal Process and Input by RSC Representatives

The appraisal process is based upon:

1. Continuous monitoring process primarily involving the mentor and periodic reviews with the RSC Co-ordinator.

2. Assessment of the portfolio by the mentor, the scheme coordinator and at least one of the two deputy coordinators. In the absence of the coordinator, the portfolio will be assessed by both deputy coordinators. The RSC may interview any candidate if it chooses.

These requirements are illustrated as follows

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stage | Process | Supporting evidence | Interview Panel Attendees | Comment |
| MRSC registration | Informal interview | CV | RSC Co-ordinator and a member of the mentoring team | For candidates with non-accredited or recognised degrees a case by case evaluation is required with reference to the RSC |
| MRSCappraisal | Competency based interview at end of 2 years assessment. | Evidence folder or log book andassessment matrix | RSC Co-ordinator or deputy (chair),independent mentor,RSC may be present, as may a member of the Domino HR team. | This focuses on the candidate’s work, technical knowledge and development. Usually takes around 30 minutes |
| CChem registrationAccredited Degree | MRSC assessment |  |  |  |
| Pre CChem registration Recognised Degree or other qualification | Competency based interview | 3 – 5 examples of written technical work demonstrating equivalency to M-level graduate | RSC-Domino Co-ordinator and member of the mentoring team; evidence and interview summary reviewed by RSC representatives | Typically, a 30 minute interview focussed on the technical knowledge arising from the examples provided. Interview conducted after the MRSC assessment |
| CChemassessment | Technical and competency interview  | 2 pieces of evidence per attribute (maximum of 3) in folder or log book and assessment matrix | RSC-Domino Co-ordinator and deputy coordinator,Possibly member of the HR teamThe RSC chair may choose to chair the assessment and invite an independent examiner although the assessment will normally be lead by the Scheme coordinator or deputy coordinator. | Typically, a 45 minute discussion based on technical knowledge of job, awareness of local and broader chemical issues and personal development; portfolio of evidence reviewed. RSC assessor may be invited to question the candidate in detail on a selection of their evidence. The assessor will look for evidence that the candidate is managing their own CPD. This will be at the request of either the Domino coordinator or the RSC. |

**Table 4. Appraisal Process Requirements**

Management of the Accredited Scheme

The structure of the scheme, its implementation and the overall administration will be led by the Domino Co-ordinator and deputy coordinators in conjunction with the RSC and Domino HR team. A mentor will be appointed by the Co-ordinator to provide support for day to day help and supervision of the candidate as necessary. In addition, two deputy Co-ordinator will provide support for the management of the scheme. The administration of the scheme will be supported by the HR team, with the Head of training being responsible for the scheme's alignment to the corporate development programme.

Liaison will be maintained with the membership section of the RSC.

Staff support structure

The Co-ordinator and deputies will be experienced chartered chemists working in Domino Printing Sciences and is accountable for:

• Managing the scheme and monitor performance and development of individuals in the programme through periodic review;

• Appointing and ensuring the capability of mentors, specifying the technical/professional standards required of the scheme and their incorporation in practice;

• Where appropriate, ensuring alignment with other relevant accredited training schemes; and

• Initiating improvement/corrective action if review indicates this to be appropriate.

The **candidate** will be accountable for:

• Making the personal commitment necessary to secure individual success through the scheme, including achievement of chartered status or equivalent;

• Providing feedback to their mentor, Co-ordinator and HR training Co-ordinator (as appropriate) to enable continuous improvement in the scheme; and

• Arranging all meetings with their mentor, HR etc.

The **mentor** will a chartered chemist working in Domino normally working in a distinct operating unit from the candidate and is accountable for:

• Providing advice to the candidate throughout their progress through the scheme to MRSC and CChem status.

• Liaison with Line Manager, HR training Co-ordinator and Co-ordinator as appropriate in order to promote the success of individuals in the scheme; and

• Provision of assistance to the Co-ordinator in review of performance of a) individuals, b) the scheme as a whole.

The **mentors** will have achieved CChem status. We will encourage recently appointed Chartered Chemists to mentor. Internal mentoring training for mentors will be provided on request to Human Resources (either on a 1:1 basis or in small groups) by the Group Training and Development Manager. The mentoring training will follow standard mentoring / coaching skills profile (using models and theory from the European Mentoring and Coaching Council), with appropriate follow up support and advice.

The **HR training coordinator** will be accountable for:

• Establishing and maintaining the Training/ Development Programme which enables suitable candidates to secure chartered status, or equivalent, from the relevant professional institute, including RSC;

• Establishing appropriate professional standards for the scheme, through use of the Co-ordinator for the major technical subjects (e.g. chemistry);

• Provision of "benchmarking" against other relevant accredited training schemes, through the manager of the scheme;

• Provision of planning, organising and administration services to enable functioning of the scheme, budget and other necessary resources, and provision of training framework for mentors.

The **Line Manager** will be accountable for:

• Providing the support necessary to enable the candidate to balance the immediate needs of the "job" with the commitment to provide a training scheme;

• Resourcing the job-related training, control and supervision; and

• Ensuring that the candidate is released for appropriate development events and training courses.

Quality Assurance

The quality assurance of the scheme will be managed through the accreditation process and Domino management systems, as outlined by HR policy and procedures on the management of its employees. The Coordinators will liaise regularly with the RSC to ensure that standards are maintained. Specific proposals are:

• Review of scheme by the Coordinators and the RSC on a regular and at least annual basis;

• Appropriate reviews undertaken by HR, taking on board suggestions for improvements, thus maintaining site standards;

• Regular meetings of mentors and coordinators to assess and evaluate the effectiveness of the scheme and ensure a culture of continuous improvement is in place;

• Feedback provided regularly by candidates to the Co-ordinators and mentors; and exit interviews will be carried out when staff leave the company.

• Informal discussion with the RSC during assessment process.

The **Co-ordinators** will monitor progress of candidates to ensure consistency across the scheme. This will not be limited to the annual reviews.

Continuing Professional Development

Domino believes that Continuing Professional Development is a critically important aspect of anyone’s career. Once an individual achieves Chartered Chemist the professional development will be continued through on-going training and opportunities, attending conferences, seminars and presentations both internal and external to the organisation. In addition, candidates are required to record their CPD activities so that they can re-validate their chartered status as required.

When an individual has been at a sufficiently senior position within the organisation for a period of 5 years or more then he/she will be encouraged to apply for the RSC senior membership category of Fellow.

The RSC’s on-line tool for recording CPD is useful and candidates are encouraged to use this as a means of tracking and recording their development:

 <https://www.rsc.org/cpd/members/objectives>

Appendix 1 Chemistry Posts Typically Held by Chartered Chemists at Domino

|  |  |  |  |
| --- | --- | --- | --- |
| Job Type | Objectives | Technologies Involved | Competencies Required |
| Technician/Technologist | As defined by the candidate and his/her line manager  | Chemistry Chemical Engineering Materials ScienceMechanical/electrical engineering | Defined in corporate role description  |
| Chemist | Managing laboratory operationsMaintaining laboratory quality systemsImplementing new techniques and processes | ChemistryAppreciation of ink manufactureUnderstanding of ink technologyBroad understanding of hardware issues | Defined in corporate role description |
| Senior Chemist  | Implementation of R&D programmes Long term development of technologyProject Leadership | Chemistry  |  Defined in corporate role description |
| Team Leader/Principal Chemist | Providing a broad range of technical leadership and advice throughout the organisationLong term development of technological and scientific strategies and improvementsLeadership of team of scientists and technologists. | ChemistryChemical Engineering | Defined in corporate role description |
| Project Manager | Providing operational leadership  | ChemistryPhysicsChemical engineeringElectrical engineering | Defined in corporate role description |

 Appendix 2

**RSC Accreditation of Company Training**

**Candidate Registration Form for CChem**

*To be completed by trainee*

Full Name:

Current Membership Category Membership Number:

|  |  |
| --- | --- |
| Company Workplace Address:  | Trafalgar Way |
| Bar Hill |
| Cambridge |
|  | Cambs, CB23 8TU |

Name of Mentor:

Current Membership Category Membership Number:

I, the undersigned, seek admission to the award of CChem. I understand that RSC Council will require a period of satisfactory professional development on an accredited company scheme before admission to the award of CChem. I certify that the information given above is correct and that will abide by the decision of RSC Council in pursuance of this application.

Signature Date:

*To be completed by the accredited company scheme co-ordinator*

I can confirm that the above, named candidate is an employee of Domino UK Ltd and that he/she will be undertaking a period of training and development as described in the company’s accreditation submission.

Appendix 3

Domino - RSC Assessment Matrix for MRSC

|  |  |  |  |
| --- | --- | --- | --- |
| Name: |  | Date |  |
| Mentor:  |  | Date: |  |
| Senior-Coordinator |  | Date: |  |

|  |  |  |  |
| --- | --- | --- | --- |
| RSC Key Skill | Domino Competency  | Examples of work place experience | Evidence provided in portfolio/Mentor’s comments |
| Oral and written communication | Influencing |   |  |
| Impact and Acceptability |  |  |
| Energy |  |  |
| Handling information | Self organisation |  |  |
| Stress Tolerance |  |  |
| Consistently delivering work that exceeds expectations |  |  |
| Improving learning and performance | Adaptability |  |  |
| Initiating Action |  |  |
| Planning and organisation | Delegating |  |  |
| Directing |  |  |
| Style flexibility |  |  |
| Working with others | Listening and empathy |  |  |
| Negotiating |  |  |

Appendix 4

Domino - RSC Assessment Matrix for Chartered Chemist

|  |  |  |  |
| --- | --- | --- | --- |
| Name: |  | Date |  |
| Mentor:  |  | Date: |  |
| Senior-Coordinator |  | Date: |  |

|  |  |  |  |
| --- | --- | --- | --- |
| RSC Key Skill | Domino competency  | Examples of work place experience | Evidence provided in portfolio/mentor’s comments |
| Significant personal contribution | Impact |  |  |
| Professional skills | Networking |  |  |
| Team working |  |  |
| Creativity |  |  |
| Judgement |  |  |
| Questioning and analysis |  |  |
| Develop chemistry and other professional skills | Industry knowledge |  |  |
| Specialist knowledge |  |  |
| Health safety and environmental issues | Safety leadership |  |  |
| Evaluate critically and draw conclusions | Decisiveness |  |  |
| Integrity | Impact and Acceptability |  |  |
| Planning and organising | As per MRSC key skill |  |  |
| Broader developments in chemical science | Networking |  |  |
| Written and oral presentations | Speech.As per mapping for MRSC key skill |  |  |
| Discussion of work | JudgementTeam workingImpactInfluencing |  |  |
| Teamwork | As per mapping of MRSC key skill |  |  |
| Exert effective influence | Impact and influence |  |  |

Appendix 5. Example of a recently completed CChem Assessment

removed

Appendix 6. Check list for CChem portfolio submissions and interviews.

**The usual format of the interview process is as follows:**

1. An RSC assessor maybe present. In addition, the mentor is usually present. The scheme coordinator will chair the interview and act as the examiner and deputy coordinator may also be present

2. The candidate will be invited to give a brief introduction to his/her portfolio. This may include a request to discuss reasons for choosing the evidence included.

3. The assessor will then proceed to question the candidate on their submission.

4. It is important that the mentor does not assist the candidate with their answers to the examiner’s questions, unless they are either invited to do so by the examiner, or request that they say something to assist the candidate. This is often because the examiner is probing the candidate to check their understanding.

**General comments:**

1. The candidate’s CV should be included, together with a brief introduction to the portfolio. The candidate should endeavour to provide a logically set out, coherent and easy to follow portfolio.

2. The job description should be provided.

3. The requirement is for a minimum of 2 pieces of evidence (maximum of 3) per attribute. Evidence can be used for multiple attributes provided it is clearly cross referenced. Although there needs to be a good spread of evidence with individual items not being used more than 3 times. One candidate submitted 21 pieces of evidence and the examiner commented that this was about right.

4. Links between narrative and evidence need to be well thought out and logically presented.

5. The examiner is very keen that all evidence should be very clearly referenced and, where appropriate, cross referenced. Ease of finding the evidence and logical ordering and presentation of the portfolio is critically important. Poorly presented or poorly arranged portfolios will be taken as evidence that the candidate has not performed well in meeting the criteria for organisational ability.

6. The evidence must be attributable to the candidate. In one case an example of a COSHH assessment was not attributable due to our system not recording the name of the assessor. Evidence of this nature should be signed and dated by the candidate.

7. There are sometimes issues of readability when the evidence is read on an iPad, for example. Candidates should ensure that the writing is not too small (the rules and regs mention a minimum of font 9 and copies must be clear).

8. It would be useful to project the portfolio using AV equipment in the conference room during the interview so that evidence can be clearly seen and discussed.

9. Some evidence of Key Performance Indicators would be useful as a means to enable the assessor to judge the effectiveness of any impact on the business, or the technology, where appropriate.

10. Be careful not to be over technical and ensure that any acronyms and abbreviations are defined

11. There needs to be confidence that any evidence is not just a one off, but the norm for candidates.

**Specific comments**

12. The key words of each attribute are very specific and there for a purpose. The candidates and their mentors must ensure that all the key words in the attributes are addressed accurately. For example, in a recent assessment, the assessor was very keen that in B1 the candidate should clearly differentiate confidentiality, integrity and reliability. Similarly, attribute B.2. including, Plan, Organise, Implement and systematic.

13. In attribute D, many candidates are easily able to fulfil the health and safety requirements, but many omit or have a weak piece of evidence on the environment requirements. The examiner will be very keen to see sufficient environmental evidence.

14. For attribute E. The examiner wants to see evidence that the candidate has chosen a training course, rather than simply attending corporate courses or being asked to attend by the line manager. (This is to prove that the candidate is demonstrating a broad interest in the chemical sciences).

15. In Attribute E evidence for work outside of the immediate employment role needs to be strengthened. For example, reading periodicals will not be accepted as sufficiently strong evidence unless in conjunction with something else. Candidates may include interactions with other departments who may not be directly linked to chemical sciences, e.g., presentations to other departments.

Appendix 7

Professional attributes for CChem

1. **Demonstrate and develop your knowledge and experience of chemistry as well as analytical and scientific skills.**

A.1 Make significant personal contributions to key tasks in your employment area and understand fully the objectives of your work as they relate to the chemical sciences.

A.2 Demonstrate a high level of appropriate professional skills in the practice or advancement of the chemical sciences.

A.3 Develop your chemistry and other professional skills as required for work undertaken and career development.

A.4 Evaluate critically and draw conclusions from scientific and other data.

1. **Exercise autonomy and professionalism in the workplace**

 B.1 Demonstrate reliability, integrity and respect for confidentiality on work related and personal matters.

B.2 Plan, organise and implement work systematically and deliver results or improvements.

B.3 Demonstrate the ability to work as part of a team.

1. **Communicate effectively and demonstrate influence in your role.**

C.1 Demonstrate good communication skills by writing clear, concise and orderly documents and/or giving clear oral presentations.

C.2 Discuss work convincingly and objectively with colleagues, customers and others, responding appropriately to alternative views.

C.3 Exert effective influence.

1. **Demonstrate an involvement in Environmental, Health and Safety matters and adhere to the relevant requirements relating to your role.**
2. **Demonstrate an interest in broader developments in chemical science and make a contribution to the profession outside your usual job remit.**

Appendix 8 R&D Organisational structure.

 removed

Appendix 9. Organogram of scheme leadership

**Coordinator**

Dr xx CChem CSci FRSC

**Deputy coordinators**

xx CChem CSci MRSC xx CChem CSci MRSC

 **Mentors**

Dr xx CChem CSci MRSC

Dr xx CChem CSci MRSC

Dr xx CChem MRSC

Dr xx CChem CSci MRSC

xx CChem MRSC

xx CChem MRSC