



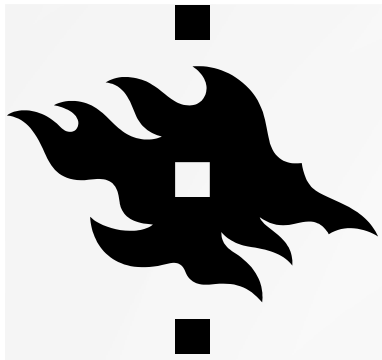
SETTING UP A RESEARCH PROJECT MANAGEMENT TEAM: AIMS AND CHALLENGES

EARMA ANNUAL CONFERENCE

MALTA 26.4.2017

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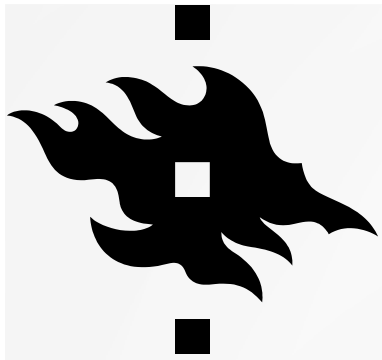
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THE UNIVERSITY OF HELSINKI

All services in one matrix since 1.5.2016

= all service personnel working within one unit

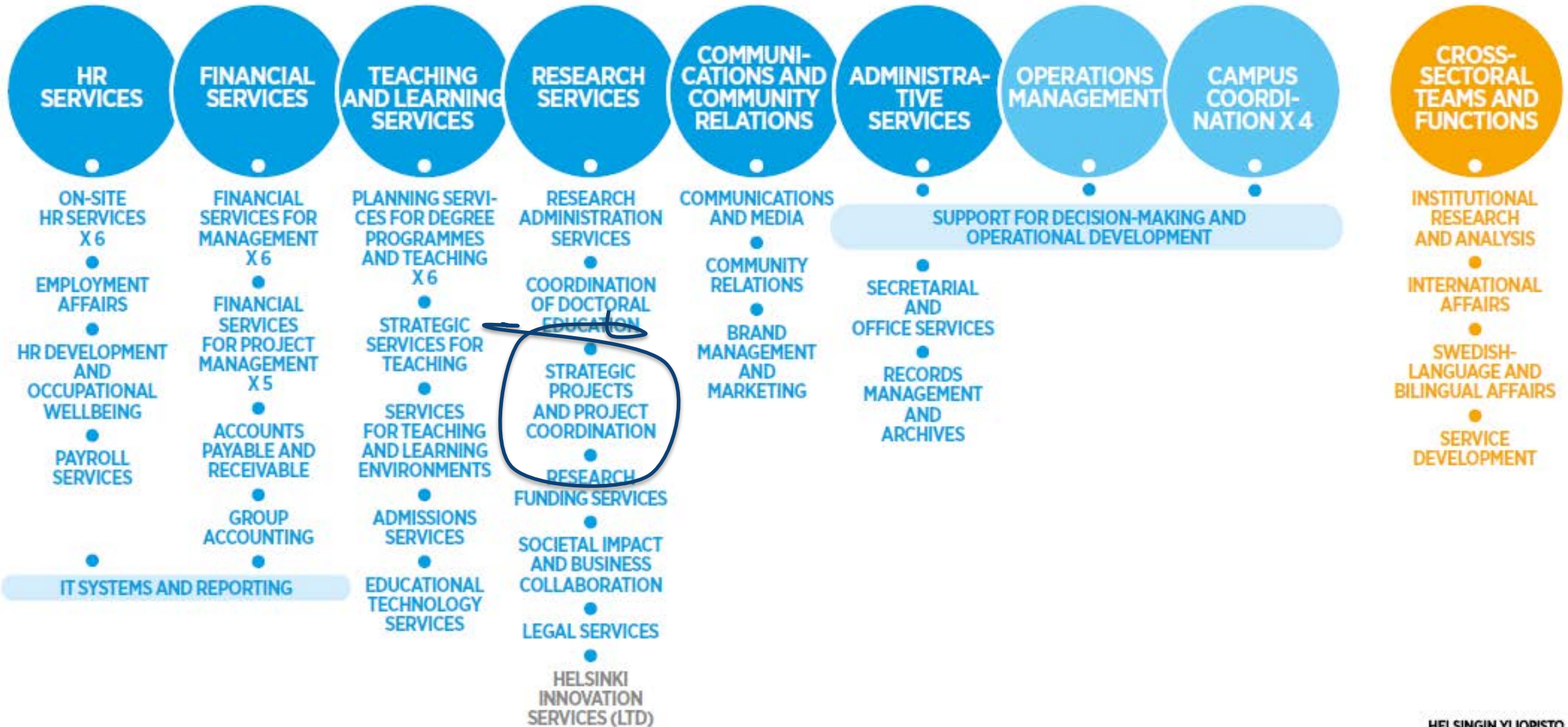


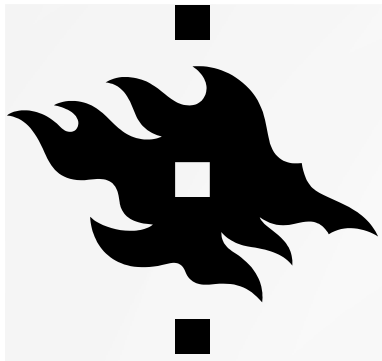
A PROJECT COORDINATOR TEAM SET UP

- Consists of 16 permanently hired coordinators that formerly worked in academic units under a project PI.
- Now under Head of Services for Strategic projects and project coordination
- Work with the administration of externally funded projects.
- Main tasks
 - Reporting (academic and financial)
 - Monitoring of the budget
 - Coordinating of new applications
 - Organising events
 - Communication with partners, funders, university admin.

UNIVERSITY SERVICES | 1.5.2016

RECTOR
DIRECTOR OF ADMINISTRATION

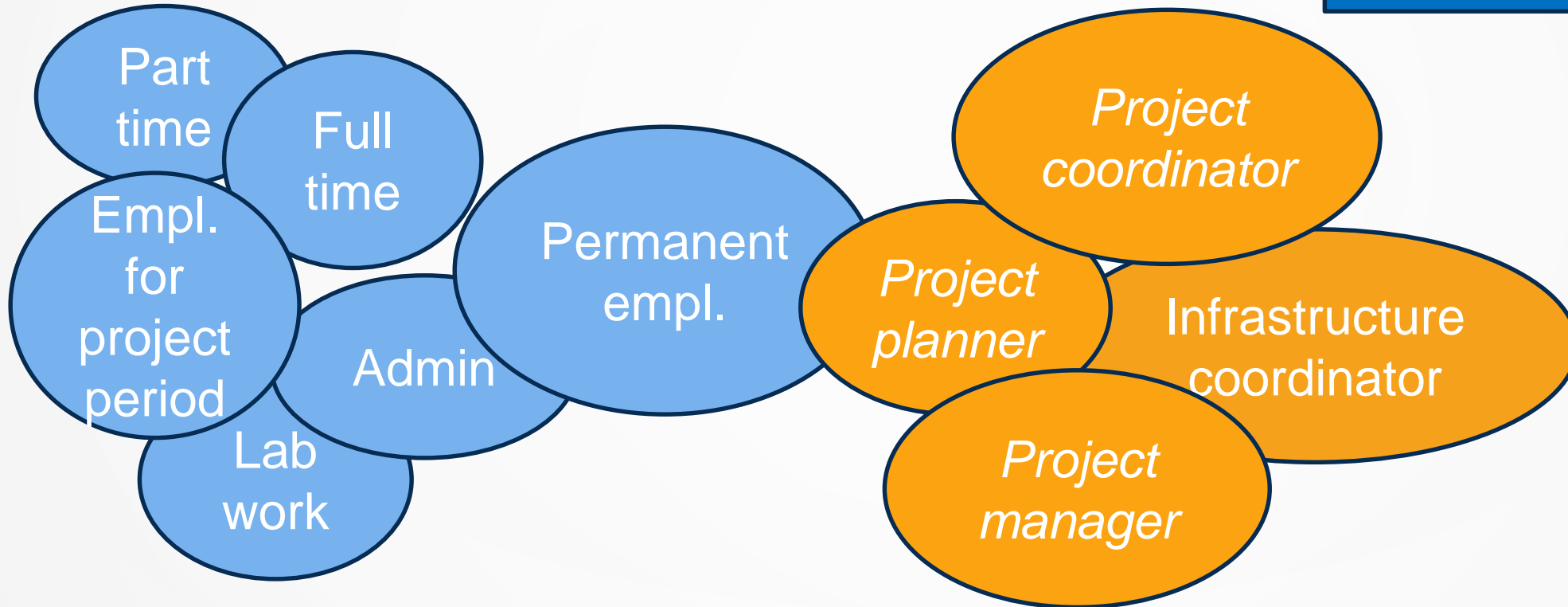


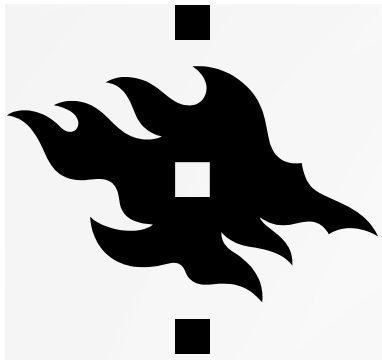


Not so simple...

- The variety of project coordinators

92
persons





OPTIONS

1. All coordinators in one unit under University Services
2. No coordinators under University Services (not really an option)
3. Permanently employed coordinators under University Services in one unit but those hired for the project duration within academic units and under the project PI = "dual model" (Aalto)
4. All coordinators work under University Services, in several units depending on the nature of their task

Decisions were needed urgently, project funding coming in and PI's needed coordinators

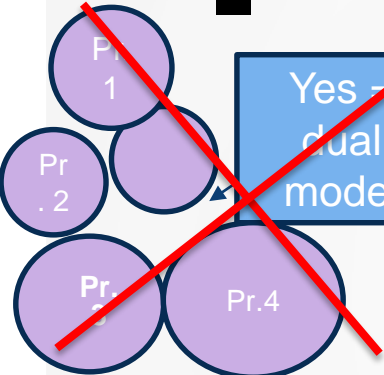
PI

Where do I get a coordinator for my externally funded project?

Can I hire one to my unit for the project duration?

No

~~Yes = dual model~~



Are the tasks infra or admin. related?

Admin.

Unique positions

Infra

University Services

Large/complicated projects?

Yes

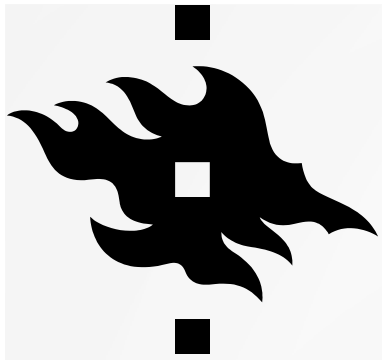
Laboratory pool

Consulting businesses

~~Administrative services unit~~

No

Research Services, Project Coordination team



Choosing between the "dual model" and the "University Services model"

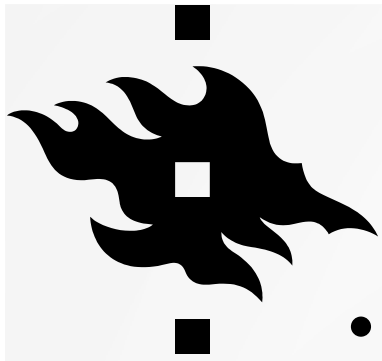
pros and cons

1) Dual model

- Same as other universities use (but there all services have not been united). E.g. Aalto 4, UEF 2.
- Professional coordination services available to those willing to use them
- Risk: coordinators used for other administrative tasks.
- Two types of coordinator positions: the "privileged" with permanent employment, others dependent on the success of funding applications

2) University Service model

- New model, no examples.
- In line with the general idea of having unified services
- All coordination taken care of in one unit, easy get a coordinator.
- Possibility to monitor the performance of coordinators, knowledge accumulation, project coordinators not used for general management tasks.
- Risk: Researchers not necessarily happy – cannot always choose their own coordinator.
- A "coordinator of coordinators" needed: allocation of resources, time management, recruitment, training requires time and effort.,

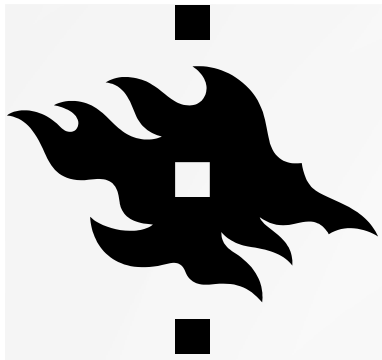


- The board of the University Services decided to proceed towards The University Service Model



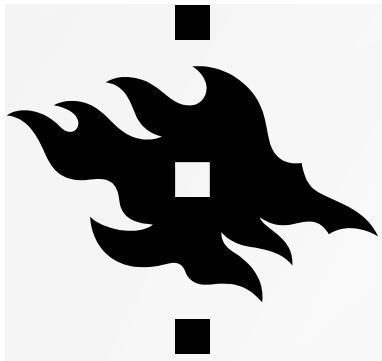
All new coordinators will be hired to University Services

- In addition to the Head of Services, a part-time coordinator for the allocation of resources will be hired.



WHAT HAS HAPPENED SINCE?

- Information gathered in order to anticipate the future need of coordinators.
- All coordinators with a contract ending before 31.January 2017 have been contacted
- Yet impossible to anticipate all coordination needs (e.g. CoE, EU calls).
- One permanent and one two-year coordinator have been recruited, two recruitment processes going on. (EIT-KIC, Coordination of coordinators + a UH profiling area)



QUESTIONS STILL TO BE ANSWERED

- How to provide the various services different project need?
 - Sometimes academic expertise, not just professional admin is needed
 - Projects should have the option of hiring an "academic" coordinator, i.e., someone with a PhD in the relevant field.
 - What about people with no PhD but more advanced tasks than other coordinators?
 - Perhaps an other title, e.g., project manager should to be available.
 - What about people who do part managing, part laboratory work?

Flexibility and variety in the organising of coordination needed!