Hiring the right Research Office staff: a project management strategic process

Bruxelles, the 18th of April 2018
Hiring the right Research Office staff: a project management strategic process

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Stefania Suevo
A challenging process

Creation of a strategic path and strategic management of objectives:

- new impulses
- positive forward thinking planning
- accomplishing challenging goals
Key point

Have a clear organizational chart: compliant with the institutional organization and well balanced with the number of macro activities managed by the office.
Proactive vs Reactive

PROACTIVE SERVICE versus REACTIVE SERVICE

The main differences are in the work organization and in the competences of people engaged in specific roles. Units, roles and competences have to be secured together in order to strengthen the consultancy quality and give researchers the opportunity to trust in services offered.
Tipical reactive service

HORIZONTAL STRUCTURE
Services Provided
• Information on funding opportunity
• Support to the management of national and or international funding programmes
• Monitoring on the research related activity in the University
• Management of central processes related to the research in the University
Proactive service

Proactivity

- Brokerage events
- Networking
- Competencies mapping
- Talent development
- Attractivity actions
- Increase of individual grants
- Increase of funded projects

A service can be considered proactive when researchers’ silent needs are taped and translated into services with an high added value.
Challenge

The challenge for a RM is to try to get the maximum from the existing profiles in the Research Office, trying to analyze everyone vocation and find gaps to be filled in order to build an excellent research support unit.
About the need...

✓ Professional expertise: knowledge and skills.
✓ Anticipation and optimization: how to embrace change to reach your organization’s funding goals?
✓ Flexibility: how easily and to what extent is your office willing to adapt when changes occur?
✓ Funding organizations sensitivity: behind the scene and how to use this to advantage of your organization?
✓ Balance: interests of scientists and the interests of funding organizations?
To hire the right staff

- Clear strategy
- Definition of a management model
- Areas of interests
- Topics
Our strategic process

- **RESEARCH DEVELOPMENT**
  - DEVELOPMENT
    - INVESTMENTS
    - Strategic implementation plan for focused and structured activities

- **PRE AWARD**
  - IDEA
    - Specific support
    - Identified needs and processes

- **POST AWARD**
  - PROJECT
    - Funding management
    - Process monitoring and adjustments
Research Office optimal structure

Management of Research Office

- Research Development
- Pre award
- Post award
## Research Development Unit

| Expert in Research Strategies | To develop and implement internationalisation Research processes and organise coaching strategies | Strategic development experience within the research and innovation field  
• Formal or non-formal training in the research management sector  
• Strategic coordination and planning experience for complex entities  
• Knowledge of the university regulatory framework and of the entity’s regulations  
• Knowledge of national and international research evaluation systems  
• Possible simulation test in person |
| Expert in Scouting and Macro Strategy Research | Analysis of the scientific and technological profile of research departments and of individual researchers to implement matching strategies with financing and networking opportunities | Technical-scientific background or degree  
• Knowledge of national and international research classification standards  
• Knowledge of the main European and international research platforms and networks  
• Knowledge of instruments for identifying info-days and brokerage events  
• Possible simulation test in person |
| Expert in Career and Development Coaching | Implement support processes for research career development | Humanities degree or background  
• Knowledge of industrial and organisational psychology  
• Knowledge of the pathways for achieving a career in research  
• Knowledge of research evaluation criteria  
• Possible simulation test in person |
| Expert in the Admin. and Logistic Organisation for Talent Development Activities | Implement the administrative and logistic organisation for talent development activities | Knowledge of the regulations and procedures for the use of the university’s spaces and tools  
• Organisational and usage skills for logistic resources  
• Possible simulation test in person |
## Pre Award Unit

<table>
<thead>
<tr>
<th>Expert in Individual Grant Planning</th>
<th>Implement support and technical assistance for individual grants</th>
<th>Experience of European individual grant projects</th>
<th>Specific non-formal training</th>
<th>Possible simulation test in person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert in Partnership or Collaboration Grant Planning</td>
<td>Implement support and technical assistance for participating in international and European tender applications</td>
<td>Experience of European partnership or collaboration grant planning</td>
<td>Specific non-formal training</td>
<td>Possible simulation test in person</td>
</tr>
<tr>
<td>Expert in National and Regional Tender Application Planning</td>
<td>Implement support and technical assistance for participating in national and regional tender applications</td>
<td>Experience of national and regional tender application planning</td>
<td>Specific non-formal training</td>
<td>Possible simulation test in person</td>
</tr>
<tr>
<td>Expert in Administrative Issues for Corporate Sector and for Participating in National and International Calls for Tender</td>
<td>Implement support and technical assistance for participating in the corporate sector (commercial) and to national and international tenders</td>
<td>Participation experience and administrative support for national or international tenders</td>
<td>Specific- non-formal training</td>
<td>Possible simulation test in person</td>
</tr>
</tbody>
</table>
## Post Award Unit

<table>
<thead>
<tr>
<th>Expert in Project Management, Final Reporting and Audits</th>
<th>Implement the support and technical assistance for final reporting and auditing procedures</th>
<th>Experience in project management, final reporting and audits Specific non-formal training Possible simulation test in person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert in Project Management</td>
<td>Implement support and technical assistance for project managing</td>
<td>Project management support experience Specific non-formal training Possible simulation test in person</td>
</tr>
<tr>
<td>Expert in Managing Administrative Aspects of Projects</td>
<td>Implement support and administrative assistance for projects</td>
<td>Experience in administrative project assistance Specific non-formal training Possible simulation test in person</td>
</tr>
</tbody>
</table>
Thank you!

Contact details:

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