

# Developping Effective Services for Competitive Research Funding

**A tool for analysis and further  
development**

**EARMA 2019 – Bologna**

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# The Working Group

- EARMA Leadership Workshop 2018, Brussels
- Working Group on **Developing an Effective Service** with the following **aims**:
  - collection and exchange of good practice on the alignment of various EU grant support units within a research institution (pre- and post-award) and how they relate in terms of an effective offering of services; to approach two related challenges:
  - bridging/relating researcher orientation and strategic orientation (dealing with potential tensions between them)
  - what kind of services are best (and most effectively) offered at which kind of institutional level (central, faculty, research institutes/departments) and how to integrate/coordinate them in terms of effectiveness and of a full range of necessary and useful services

# Working Group Members

1 <sup>st</sup> Name	Family Name	Institution
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# Preliminary Results: Key Findings 1

From the pre and post award project management approach to the Research Project Life Cycle approach



Source: “Research Life Cycle” image from EC Irvine [Library Digital Scholarship Services]  
(<https://www.lib.uci.edu/dss>)

# Preliminary Results: Key Findings 2

## Research ecosystem

### Internal dimension Institutional aspects

Dimension  
Physical/geographical  
Distribution  
Management &  
Governance  
TRL's scope



### External dimension

Public Research Policy  
Funding Research  
Programmes  
Industries



# Preliminary Results: Key Findings 2

## What kind of service arrangements fit my ecosystem best?

- Related questions for an analysis are:
  - Where are the services located in the institutional setting (centralised, decentralised, any forms of combinations)?
  - How are they interrelated?
  - How do they relate among internal departments and to external stakeholders?

## Preliminary Results: Key Findings 3

- consequently, there is no right or wrong way, no “one optimal size fits all” in how to organise a research institution’s research and (in particular) EU project funding services
- what is important for the unfolding of an institution’s full potential in EU project services is an analyses of how these services are related
  - to the (different) institutional research ecosystems
  - in different particular and specific institutional (internal dimension) or
  - public research policy (external dimension of the research ecosystem) governance settings

# Preliminary Results: The Matrix 1

- covers the full project lifecycle & accommodates both classical pre- and post-award services
- it is a useful tool to carry out the proposed analysis
- the results can lead to an improvement of services
  - how to best adapt them according to the given inter-institutional and broader external research eco-system?
- in the given perspective, every institutional service design can be adequate, as long as the comprised services
  - are adjusted according to and/or
  - aligned with the given research ecosystem
- matrix allows to identify and reflect existing matches or discrepancies and related room for improvement



# Preliminary Results: The Matrix 2

- 5 service areas defined:
  - **Consultation** (with stakeholders, funding agencies, policy makers)
  - **Monitoring** (internal/external compliance, performance, results)
  - **Information** (spreading/disseminating the information that is necessary for the decision makers and researchers within the research institution: for research strategy purposes, for grant application purposes)
  - **Training** (both of research support staff – how to advice and service the researchers; and for researchers – how to apply for grants)
  - **Support** (good practice of grant support measures for EU projects and how to best integrate and align the various teams and units on providing tailor made services: contracts unit, dissemination/PR unit, pre-ward unit, controlling/audit unit, technology transfer unit ...)

# Preliminary Results: The Matrix 3

- “6 dimensions” of an individual grant research service reflected in the matrix (see penultimate slide for the link)
  - **WHAT** kind of service?
  - To **WHOM** are they addressed?
  - **WHO** carries it out?
  - **WHERE** is it located in the governance structure
  - **HOW** is it carried out?
  - **WHAT** are the necessary resources to carry them out?

## Preliminary Results: The Matrix 4

- try to use (and help us to refine) the matrix
  - in order to carry out such an analysis
  - in order to find out whether your services match as much as possible with your given internal and external research ecosystem
  - at the various levels of inst. management/ governance and internal as well as external relations the services show and feature

# EXAMPLE AREA: TRAINING

- OeAW & its 3rd Party Funding Objectives
- Learning & Training Ecosystem of OeAW
- Training to Boost Third Party Funding Performance

# Austrian Academy of Sciences - OeAW

**Austria's central non-university research and science institution has the mission to “promote science in every way”**

**28 Research institutes**

**located in Graz, Innsbruck, Leoben, Linz, Vienna**

**~ 1700 employees (~ 1400 FTE**

**thereof ~ 500 are 3rd party funded)**

**2017 Budget € 107.200 kMio**

**43 Mio 3rd Party Funding**

**12,4 Mio EU funding**

**71 running EU projects**

# „Active Third Party Funding Strategy“

Increase participation in H2020 & other European Programmes – high level grant acquisition

**C**onsultation, **I**nformation & **T**raining in whole life-cycle

H2020 Support Measures

# Organisational needs:

reduce risk

increase effectiveness

keep up with changes

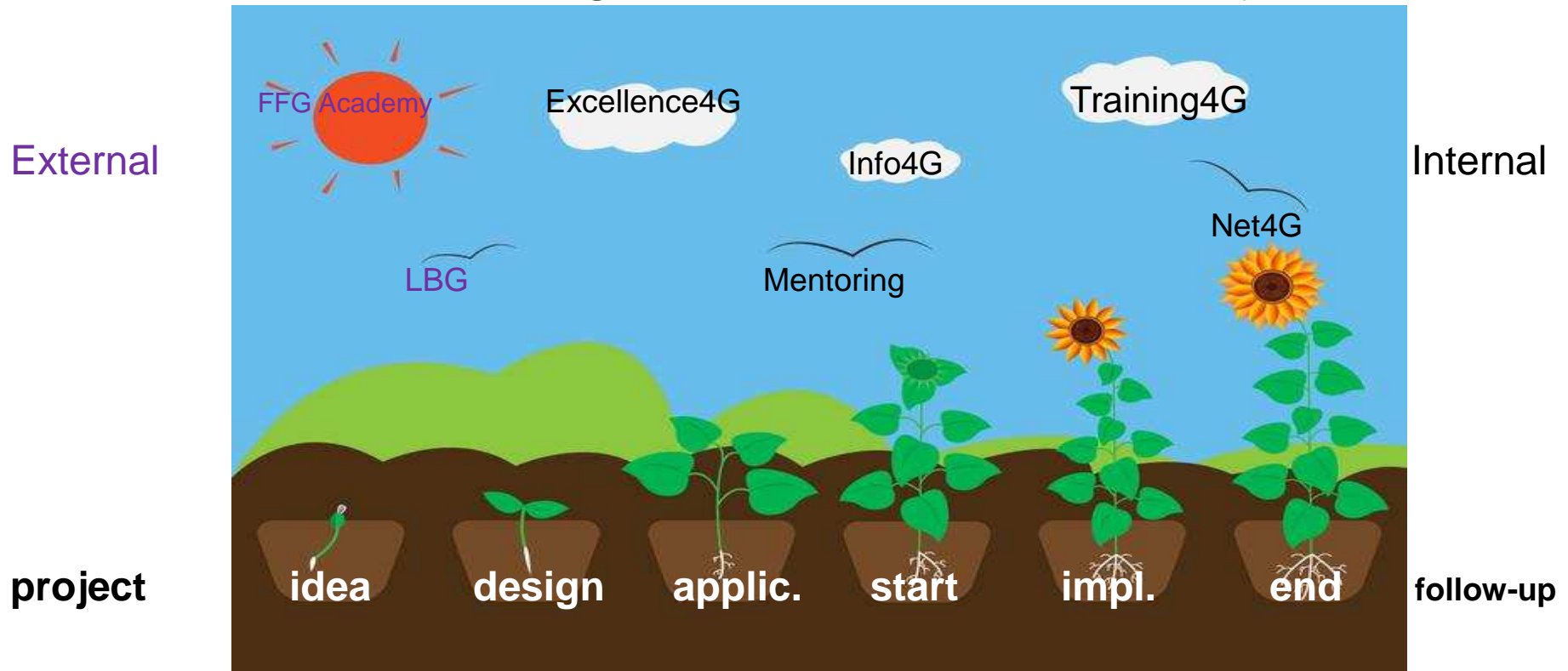
## What is a Learning & Performance Eco-system?

- “enhances individual and organizational effectiveness by connecting people and supporting them with a broad range of content, processes, and technologies to drive performance.”
- “introduces new capabilities that integrate learning and performance solutions into the work environment.”

see: [Asha Pandey](#), Learning and performance ecosystems (2015)



# OeAW's Learning & Performance Eco-system



Source: <https://de.vecteezy.com/> Entworfen von <https://de.vecteezy.com/>

Training & Information to Boost 3rd Party

Funding Performance

# Matrix Area: **TRAINING**

	What?	To Whom? - Addressees		Who does it?		Where?		How?	Resources		
Measure	Task example	Internal	External	Internal	External	Central	De-central	Tools	PM	Infra & Serv.	€
<b>Exc4GRANTED</b>	<b>ERC Workshops</b>	ERC StG & CoG	LBG Resear- chers & Incoming fellows of OeAW	GS	NCP LBG- CC	X		Workshop 2-3 x p.a.	9	room	
	<b>Part I</b>							Webinar		ICT equipment	
	“From Idea to Proposal” &							Training Materials, Guidelines		Printing	
	<b>Part II</b>							Good practices examples/ proposals		Network	
	“Feedback to Proposal”							ERC Peers (ERC Grantees,		External	

# A Mix of Training & Information Measures Pre-award phase

**External offer: ERC-NCP-FFG Academy**

Who does  
what?

ERC Proposal Reading Days

ERC Grant Application Webinar

ERC Proposal Check

ERC Interview Training

# A Mix of Training & Information Measures Pre-award Phase - Internal Offer

## OeAW's Excellence4GRANTed

Who does  
what to  
whom?

Complementary OeAW offer addresses StG, CoG potentials (int. & ext.)

Part I „From Idea to Proposal“

Part II „ERC Peers Offer Feedback to Draft“

Pilot in SSH - Collaboration with LBG (all domains, 2-3 p.a.)

Interview as a trial (Q&A - peers)

# A Mix of Training & Information Measures pre-award phase - internal

**Mentoring Programme** incl. WS

Individual consultation

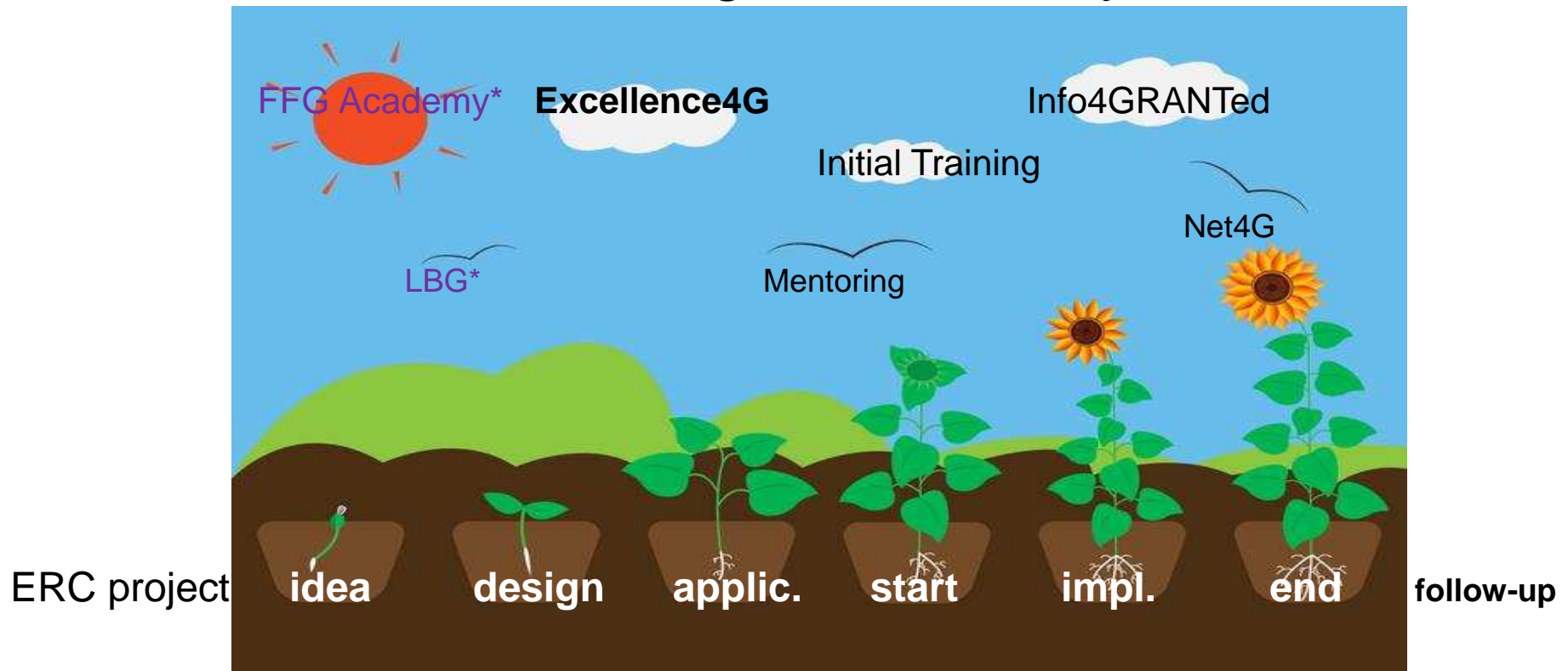
Feedback to Proposal

**H2020 Support Measures:** Compensation of application costs  
OeAW Incoming Fellowship  
ERC bonus

## A Mix of Training & Information Measures Implementation phase

- **Initial Training** on the Implementation of H2020 Projects for PL/PI & TM
- **Guidelines** on the Implementation of H2020 Projects
- **Net4GRANTED** targeting PM & implementation issues
- **Fincancial workshops** offered to PM by Controlling Dept.

# OeAW's ERC Training in the Eco-system



Source: <https://de.vecteezy.com/> >Entworfen von [https://de.vecteezy.com](https://de.vecteezy.com/)</a>

\* External



# Planned Accompanying Measures

- Networking Opportunities for Grantees
- Talent Scouting & Career Development
- Standing Peer Committee ?
- Targeted cooperations

## How to join

### Web



- 1
- 2

### Text



- 1
- 2

## Type of organisation

University

Public Research  
Organisation

Private Research  
Organisation

Consultancy

Other

## Current position

Research  
administrator

Research project  
manager

Innovation  
manager

Consultant

Other

## Research Support Services your organisation gives from a centralized unit

## Research Support Services your organisation gives from a decentralized unit

**Which research support service would you like to be analysed?**

# The matrix

You can find and comment the matrix here

[Effective Services for Competitive Research Funding](#)

If you find it interesting, please join our working group and/or  
send us your comments



**Thank you for your  
input!**

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