



RM ROADMAP – Online survey

Part 1: Introduction and consent

The main aim of the survey developed by the [RM ROADMAP project](#) is to get a comprehensive picture of the current situation of Research Managers (RMs) across Europe. In our understanding, **the term RMs covers a wide range of experts** at different professional levels bearing specific knowledge:

1. to streamline/facilitate the planning, the development, management, administration, communication and valorisation of research and innovation,
2. to ensure compliance with policy objectives, funding programme requirements, financial rules and legal regulations,
3. to improve the efficiency and effectiveness of R&I projects/system, and/or
4. to enhance the impact of R&I on the society.

Whether they are generalists or specialised in a particular field, RMs are involved in different phases of the research and innovation projects/system.

This survey builds on previous surveys, primarily on the [RAAAP \(Research Administration As A Profession\)](#) series, an international, longitudinal set that has identified the key skills, attitudes and behaviours of successful research management and administration leaders, their involvement in support for impact, and their routes into the profession. This approach makes the answers comparable and provides an opportunity for a deeper analysis. However, its inclusiveness and European focus make the present survey unique, which predicts the setting of further goals, namely, the formulation of recommendations:

- on an inclusive definition and terminology including RM professional categories;
- on an RM career development framework;
- on an RM skill and competence matrix; as well as
- on a future RM training scheme.

Participation

The completion of the survey approximately takes ca. 25 minutes. Using a laptop or a similar device is recommended as several questions have multiple parts. You can save your answers by clicking on "Save and continue later" on the top of the page; thus filling in the survey can be paused any time and you can resume later. When navigating through the survey, however, please do it through the 'back' and 'forward' buttons, otherwise you will lose your data.

Participation in the research is entirely voluntary, and you have the right to withdraw from

the research at any time, without any consequence, by simply closing the survey.

Data management

All data will be collected anonymously and then cleansed. If you are interested in being informed about the results of the research and/or would like to volunteer for interviews, you will have the opportunity to give us your email address at the end of the survey.

Collected data will be shared on online open access repositories (Figshare and Zenodo) after thorough anonymization. Any information that could lead to an individual being identified will be completely and irreversibly redacted. Results of the research will be also published open access in research reports and possibly in peer-reviewed scientific publications.

Contact

If you have any questions or complaints about the survey or your participation, please contact the research team at rm-roadmap@hetfa.hu and rm-roadmap@novaims.unl.pt

1. Consent Statement

If you have read and understood the information above, and are committed to take part in the research, please tick the boxes below.

- ☐ I have read and understand the information provided above.
- ☐ I am 18 or older.
- ☐ I consent to take part in this research.

Page 2: About you

2. Please select your gender identification *

- Female
- Male
- other
- Prefer not to provide

3. Please indicate your age *

4. In which country do you currently work? *

- Selection
- Prefer not to provide

Page 3: Your job profile

5. How would you define your current employment? *

- Full-time Research Manager
- Part-time Research Manager
- Full-time, combining Research Manager and research/academic role
- Full-time, combining Research Manager and another (not research/academic) role
- Part-time, combining Research Manager and research/academic role

- Part-time, combining Research Manager and another (not research/academic) role
- Self-employed
- Retired
- currently not active in this role
- Not sure – none of these options seem to fit my role – please specify

6. How would you characterize your current employment contract? *

- Permanent (an open-ended contract of employment with no fixed end date other than retirement)
- Fixed-term (there is a date where if nothing changes you will no longer be employed in your current position)
- Secondment (after a fixed term “secondment”/project you will return to your previous position)
- Other [Please give details]

7. How many hours a week do you typically work on RMS activities?

	Total hours worked	Hours worked in the office/ laboratory/etc.	Hours worked from home	Hours spent by travelling and attending meeting abroad
Weekly working hours – in practice				

8. If there is a difference between the total weekly working hours according to your contract and the total hours worked in practice, does your employer recognize and value this in some way? Please elaborate briefly.

- No, generally there is no difference
- Yes, but it is not recognised or valued
- Yes, the extra time is paid
- Yes, this extra time can be converted to days off
- other, please explain

9. Defining the areas you work in (you are asked to tick the main categories, even if you do not work in all the listed fields) *

- **Research, strategy and policy development** including but not limited to the development, implementation, monitoring and evaluation of research policy and strategy, the development, implementation, monitoring and evaluation of knowledge valorisation policy and strategy as well as research assessment.

- **Proposal development (pre-award)** including but not limited to the identification and dissemination of funding opportunities, general support for the application, research project planning, internal negotiations for project formulation, framing the writing process, formulation of the content to be written, external negotiations and consortium building, costing, pricing and enforcing internal budget rules, legal aspects and providing organisational legal documents.
- **Project support (post-award)** including but not limited to negotiating contracts and sub-awards, managing amendments, internal setup of the project, managing the consortium and communication within, liaising with funders, administrative support, progress management, accounting, project evaluation, funder reporting, legal advice.
- **Translation of results: science communication** including but not limited to communication and dissemination of research results, research impact, public engagement, public relations' management, stakeholder event organisation.
- **Translation of results: uptake and utilization** including but not limited to market research, mapping of business finance opportunities, business development, identification of business model, elaboration of business plan, technology transfer, intellectual property management, legal advice on business models, IP and licensing, spin-out management, negotiation of valorisation deals with university partners.
- **Management information and related functions** including but not restricted to information systems, electronic research administration, CRISs (Current Research Information System), audit processes, statutory returns.
- **Research support service delivery** including but not limited to management, organisation, structuring of research support services as well as mapping, monitoring and reviewing research support service functions.
- **Training, researcher development, Postgraduate Researchers (PGR)** including but not limited to postgraduate (doctoral) research student administration, postdoctoral affairs, training researchers, managing and effectively communicating training activities to research/academic staff, collaboration with educational programmes, delivering training for research managers.
- **Research ethics and integrity** including but not limited to ethics and integrity management, managing compliance, and dealing with Equity, Diversity, and Inclusion (EDI).

- **International collaboration, institution branding** including but not limited to mapping institutional portfolio and institution branding, promotion of the institution at national/international events, and public relations management.
- **Collaboration with industry** including but not limited to consultancy, securing access to infrastructure, coordinating R&I collaboration, coordinating internship programmes.
- **Research infrastructure management** including but not limited to security and risk management, planning research infrastructure & developing sustainable funding model, infrastructure and resource management, as well as business development and innovation in research infrastructure.
- **Research data, research information, intellectual property management** including but not limited to open access and open data, intellectual property and asset management, portfolio mapping, exploitation planning.
- **Research Funding** including but not limited to the preparation, management, and assessment of Research and Innovation grants.

10. What is your job title, according to your contract of employment? Please add the translation of your job title in English.

11. If we should have an umbrella term to define the group of professions you fit in which of the following options do you identify with? * Select the 3 most suitable.

- Professional on the Interface of Science
- Research Administrator
- Research Advisor
- Research Consultant
- Research Management Expert
- Research Management and Support Professional
- Research Developer
- Research Enabler
- Research Facilitator
- Research Manager
- Research and Innovation Manager
- Research Manager and Administrator
- Research and Innovation Support Professional
- Research Support Professional
- Knowledge/Technology Management Professional
- Other, please specify

12. Your current educational background: Please indicate the level of the academic qualification gained

- Left school with no formal qualifications / No additional qualifications
- Left school/college with pre-degree qualifications (high school diploma/A level/...)
- Associates Degree / Foundation Degree
- Bachelor's degree (for example: BA, BSc, BS)
- Master's degree (for example: MA, MS, MEng, MEd, MBA)
- Doctorate degree (for example: PhD, EdD, DBA, DProf)

13. Your current educational background: Please indicate the subject area of the academic qualification gained*

- Natural and life sciences such as physics, chemistry, biology, and math
- Medicine & Health Sciences
- Engineering (including computing)
- Business
- Social Science
- Humanities
- Arts
- General/All
- Other, please specify

14. Is your education background aligned to the subject area(s) that you support in? *

- Yes - I support research in a subject area that I know about (by education or experience)
- Partially – my education / experience is in a related area(s)
- No - my education / experience is in an unrelated area(s)
- Not Applicable – I cover the whole institution, not specific subject areas
- Other, please specify

15. How important were the following factors to move into Research Management (either by choice or because you applied for the job) *

Please indicate to what extent you agree with the following statements (1: strongly disagree, 2: disagree, 3: agree, 4: strongly agree, 5: neutral)

- It was a profession I was interested in while studying
- It was a profession I felt my skills would be a good match for
- It was a temporary role... but I'm still in Research Management
- A colleague/friend encouraged me to get into the field
- A position was available, so I applied and got the job, even though I did not have any experience
- I was previously an academic/researcher and moved into Research Management
- I was previously an PhD Student and moved into Research Management

- I was previously an industry professional and moved into Research Management was previously an administrator and moved into Research Management
- I was looking for a job without having to move house
- I wanted to work at this particular University/College/etc
- Other – Reason [Please describe how/why you became a Research Management]

16. Why have you stayed in Research Management? *

Please indicate to what extent the following statements are important for you (1: not important at all, 2: unimportant, 3: important, 4: very important, 5: neutral)

- It pays well
- The work is never boring or monotonous
- I see the opportunity for personal advancement
- I haven't found better job opportunity yet
- Job security (long-term/permanent contract)
- I enjoy the profession, it's fun
- I like working in the science / academic sector
- I like the challenges of this job
- It's a new profession and I like to help shape it
- Too late to change career now
- I like being part of a team
- I like supporting innovation, and the creation of new knowledge
- I like networking and support others to find new connections
- I have flexible work arrangements
- I can reconcile this job with my personal life (work life balance)
- I have the opportunity to earn extras
- Other – Reason – Please explain

17. Approximately how many years in total have you been employed in Research Management? Please insert the number *

18. What are the top challenges and problems you face in your current RM job?*

Please indicate to what extent the following statements are important for you (1: not important at all, 2: unimportant, 3: important, 4: very important, 5: neutral)

- lack of professional network for support
- lack of knowledge, expertise
- lack of training
- lack of understanding of culture in research
- new profession in the institution
- low professional recognition
- not a permanent position
- unclear career framework / job architecture at the institution
- lack of institutional policies
- demanding/stressful environment

- lack of peers, peer support
- monotone tasks
- Lack of opportunities for professional development
- low salary
- often asked to do things beyond your job description
- expectation to work outside normal hours
- Less respected by researchers
- Seen as a gatekeeper not an enabler
- Lack of professional identity
- Low job security
- other, please specify

19. How do you see yourself progressing in the Research Management career? * (Multiple choice)

- Going through the institutional career ladder
- Aspiring for promotion towards leadership
- Changing job to another institution
- Getting a certification in the profession
- Having a mobility experience
- Getting peer support / mentoring
- Accomplishing a doctorate
- Other, please specify

Page 5: Skills and competencies

20. Which skills do you need for your current position and job role? *

	Not needed at all	Not needed	Needed	Very much needed	important for career progression	I don't know
Transversal skills						
Oral communication skills						
Written communication skills						
Interpersonal skills						
Intrapersonal skills						
Problem solving						
Multitasking						
Cultural and diversity skills						
Flexibility						
Assertiveness						
Openness						
Critical thinking						

Self-motivation, proactiveness, initiation						
RM related soft skills						
Analytical skills						
Mediation						
Negotiation						
Information management						
Working in teams						
Teamwork						
Teambuilding, motivation building						
Leadership, decision-making						
Planning, strategic thinking						
Creativity						
Efficiency and effectiveness						
Reliability, trustfulness						
Stress management						
Time management						
Priorisation						
Diplomatic skills						
Conflict management						
Curiosity						
Adaptability						
Resilience						
RM related hard skills						
Understand research and the R&I ecosystem						
Understanding institutional governance						
Knowledge of rules and regulations of funders						
Ethics, integrity						
IT skills						
Language skills (EN)						
Managing resources						
Management skills						
Specialisation or Role related skills						
Building and maintaining networks						

Administrative skills						
Financial skills						
Legal and regulatory skills						
Understanding politics and policy cycles						
Appreciating values and understanding interests						
Nurturing innovation						
Lobbying						
Stakeholder engagement and management						
Intellectual asset recognition, IP strategy						
Cross-cutting issues in HEU						

21. What is (are) your mother tongue(s)?

22. Please add other languages and your fluency

	Language	Basic user	Independent user	Proficient user	Important for my job

Page 6: Your Organization

23. Please indicate the status of your employer organisation: *

- Public
- Non-profit private
- Private
- Not sure

24. Please indicate the type of your employer organisation: *

- University - Predominantly Undergraduate Institution / Primarily Teaching Institution
- University - Research Active
- University - Research Intensive (a “top tier” research university in my country)
- College
- Research Institute
- Research Funder (governmental or non-governmental)

- Private Company
- Hospital
- Charity / NGO
- Other Government Department
- Other, please specify
- Not sure

25. Which part of your organization do you work? *

- Central office/service or department (e.g. Sponsored Projects Administration)
- Non-central office/service department (e.g. Grants Office within an academic department/school/college)
- Academic/research department (e.g. Department of Medicine / School of Social Work / Faculty of Humanities / servicing a number of PIs) possibly on your own
- None of the above seem to fit my situation – please specify

26. What is the approximate number of staff employed at your organization?

- 1-50
- 51-250
- 251-1000
- 1001-2000
- 2001-5000
- 5001-10000
- more than 10000