Is there a need for formal Job qualifications in RMA in Europe?
professional recognition for research managers and administrators (RMAs)

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Structure of the Presentation

• ARMA context and background – why qualifications?

• Scoping out the professional area – the ARMA Professional Development Framework

• Developing the ARMA qualification suite – content and processes

• The Professional Qualifications – Certificate in Research Administration, Certificate in Research Management and Certificate in Leadership

• Other developments – EARMA, Funders, online learning
Context

ARMA Professional Recognition work and how it came about:

• Prior studies
• Views of membership
• Maturity of profession
• Ability to invest
• Desire to develop training and professional development opportunities
• Consideration of accreditation

• There are some academic qualifications (masters)
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The ARMA Professional Development Framework

ARMA ran a 12-month project (September 2010 – August 2011) to produce a well-researched and evidence-based Professional Development Framework (PDF):

• to underpin initial and continuing professional development for research managers and administrators across the full range of roles in HE now and for the foreseeable future

• capable of ‘unifying’ the training and development offers of all providers in this area.
Developing the PDF

Stage 1 (September-December 2010)
• identify the functions (job roles undertaken) by RMAs
• map the functions to the knowledge, skills and attributes required to undertake them

Stage 2 (January-June 2011)
• produce a professional development framework for RMAs across the full range of roles in HE
• understand how the framework maps to other UK existing frameworks (e.g. AUA, Vitae, AURIL/IKT)

Review (2018-19)
• It is currently being reviewed and will soon be reissued
Structure of the PDF

- The PDF has **21 areas** organised under **7 headings**:
  - Developing Proposals
  - Project Lifetime
  - Translation
  - Postgraduate Researchers
  - Policy and Governance
  - Management Information and Related Functions
  - Service Organisation and Delivery
The PDF

- 21 areas in 7 groups
- Operational, management, and leadership perspectives
- Aims, activities, knowledge, skills, and behaviours
Example: Costing, Pricing and Submitting Funding Proposals

Operational Perspective

Aim

• Produce a realistic price for the proposal, which is within the funder’s guidelines, is fully cognisant of the true cost of the proposed research and which takes account of institutional risk

• Submit an accurate, well-written proposal which meets the funder’s requirements and deadline
Activities

- Reading the draft proposal to identify potential financial implications
- Meeting with lead researcher to discuss initial resourcing requirements
- Obtaining best ‘cost recovery' scenario
- Making colleagues aware of risk assessment (e.g. terms, type of funder, cost recovery)
- Negotiating with heads regarding ’sign off' / internal budget splits
- Submitting proposal to internal peer review
- Ensuring the researcher has considered R&D approval, ethical review, health & safety and insurance issues where appropriate
- Advising staff on using electronic submission systems
- Logging application on central database and file until outcome is known
Indicative Skills

- **Analytical** - funders’ guidelines
- **Interpersonal** - identifying relevant information, providing constructive feedback
- **Communication** - requesting information from colleagues, partners etc.
- **IT** - using costing tool, electronic submission
- **Creativity** - budget construction
- **Negotiation** - where research aims/budget constraints don’t align
- **Accuracy** – checking figures and guidelines
- **Numeracy** – applying costing model
- **Assertiveness** – negotiating budget splits, giving feedback on peer review
- **Self management** – to meet deadlines
- **Networking** - to identify and share good practice
Underpinning Knowledge

- Internal finance systems
- Costing principles
- Funders' guidelines
- Institutional policies - salaries, subsistence, travel
- Full economic costing rules
- Key institutional contacts for 'referring on'
- Risk assessment

- Ethics
- Hospital R&D
- Confidentiality / data protection
- Structure of university research admin (key contacts)
- Funder submission techniques
- Funder application forms/formats
- Institutional approval process
Behaviours

- Taking personal responsibility for getting things done
- Keeping track of a number of projects running simultaneously
- Meeting deadlines
- Influencing outcomes when bidding or negotiating for resources
- Considering cost benefit analysis implications of decisions
- Giving constructive feedback
How are colleagues using the PDF?

- Planning professional development
- Mapping career pathways
- Writing job descriptions and person specifications
- Planning training and professional development for research managers and administrators
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Board Recommendations

• The ARMA qualification will be based on the Professional Development Framework [https://www.arma.ac.uk/professional-development-framework](https://www.arma.ac.uk/professional-development-framework)

• There will be three levels of qualification, to reflect the three levels of the PDF – a Certificate in Research Administration, a Certificate in Research Management and a Certificate in Research Leadership.

• The Certificate in Research Administration enrolled its first cohort in April 2014 with the Certificates in Research Management and in Research Leadership coming online in October 2014 and April 2015 respectively.
Currently there have been 137 ARMA certificates awarded

- 51 CRA (UK) [61 more studying]
- 17 CRA (Canada) [25 more studying]
- 39 CRM (UK) [56 more studying]
- 15 CRM (Europe) [41 more studying]
- 7 CRM (UK Funders) [10 more studying]
- 5 CRM (Canada) [18 more studying]
- 3 CLRM (UK) [9 more studying]
- And a further 89 registered on other courses [CRM (UK Foundation), CRM (UK Foundation, Online), CRM (UK Advanced), CRM (UK Advanced, Online), CLRM (UK Funders), DipLRM (UK), DipLRM (UK Funder)]
Accreditation of the Qualification

- Identification of a suitable awarding organisation
- Qualification accepted onto the QCF by Ofqual
- Approval process to be recognised as a delivery centre of the awarding organisation:
  - Financial sustainability
  - Policies and procedures in place to protect learners e.g. enquiries and appeals, student complaints, reasonable adjustments and special considerations
  - Identification and training of assessors
  - Quality assurance in place – internal roles and processes, governance structures
Features of the ARMA Qualifications

- Optional and mandatory units across the range of RMA functions
- Engagement with units across the research support lifecycle
- Guided learning – formal workshop attendance (ARMA, institutional), online learning etc., and self-directed learning – shadowing, talking to colleagues, reading etc.
- Assessment via the compilation of work-based evidence and/or written assignments
- Assessment fee and workshop fee to be kept separate
Certificate in Research Administration: Mandatory Units

All required:

- The Higher Education Research Funding Environment
- Identifying funding sources
- Costing and pricing a funding proposal
- Financial project management
- Research ethics, integrity and governance
- Enhancing research impact
Certificate in Research Administration: Optional Units

Two required:

- Supporting the development of a funding proposal
- Understanding contracts
- Human resources and research project management
- Supporting postgraduate research students
- Supporting reporting and audit
- Research outputs management
Certificate in Research Management: Mandatory Units

All required:

- Developing and Implementing Policy and Strategy
- Managing Legal and Regulatory Requirements
- Optimising Unit and Organisational Performance
- Supporting the Development and Implementation of Organisational Systems and Processes
- Working with Management Information
Certificate in Research Management: Optional Units

Two required:

• Developing New Funding Opportunities
• Managing and Supporting the Development of a Project Portfolio
• Gender Dimensions in Research and Research Management
• Understanding the International Research Environment
European Qualifications

- EARMA asked ARMA to support the development of, and to administer, European variants of the three ARMA professional qualifications.
- Content of the Certificate in Research Administration and the Certificate in Research Management has been jointly developed by ARMA and the EARMA Professional Development Working Group.
- The European Certificate in Research Management launched in October 2014, with the Certificate in Research Administration following in April 2015 but this was not popular.
- The qualifications will be lodged on the European Qualifications and Credit Framework.
- Student registration, assessment and monitoring and quality assurance of the European qualifications will be undertaken by ARMA.
Research Funder Input to the Qualifications

• We recognise that research management and administration transcends the funding divide

• Our ambition is to create holistic qualifications with pathways for research managers and administrators working for research funding bodies as well as those working for funding organisations

• Identifying and recognising key knowledge and skills will help to build empathy and understanding between funders and funded

• During 2014 ARMA worked with RCUK and its constituent members, Cancer Research UK, the Wellcome Trust and the Association of Medical Research Charities to develop funder-focused content for the Certificates in Research Administration, Management and Leadership
Qualification for ARMA International Members

• In response to requests and enquiries from our international members, we are currently developing our digital and online resources to enable students to study remotely for the Certificates in Research Administration, Management and Leadership.

• International colleagues are able to enrol on the Certificates in Research Administration and Research Management from April 2015, and the Certificate in Research Leadership from April 2016.
Other Countries

In the US (and Canada), the RACC certify a CRA.
There are nearly 3,000 with a current CRA.
The CRA (there is also CPRA and a CFRA) has a validity time.

In Australia, ARMA has an association certification programme:
ARMS Accredited Research Manager (Foundation) or ARM(F)
ARMS Accredited Research Manager (Advanced) or ARM(A)
Accredited members must complete a minimum of 60 hours of CPE over each three year period following accreditation.

The UK is moving from CRA, CRM to CRM/Foundation and CRM/Advanced.
Qualification & Cert by Level

- Leaders tend to be more qualified
- Academically ... and Professionally

Define your current RA role

What is your highest degree?
- None
- High School
- Bachelor's
- Master's
- Doctorate

Any National RA Certification
- No
- Yes

Percent

Leader | Manager | Operational
--- | --- | ---
1.8% High School | 6.3% High School | 8.2% High School
15.7% Bachelor's | 29.6% Bachelor's | 29.6% Bachelor's
46.0% Master's | 39.4% Master's | 38.4% Master's
36.5% Doctorate | 24.2% Doctorate | 23.3% Doctorate

68.0% | 77.5% | 79.4%
32.0% | 22.5% | 20.6%
Discuss!!!