

# ARMS

Australasian Research Management Society



ARMS Advanced  
Level Accreditation  
Program –  
Prospectus 2020

## Program overview

The Advanced Level Accreditation Program or ALAP is designed for mid to senior research managers who wish to enhance their leadership, management and content skills to become more effective research leaders in the rapidly evolving research and innovation sector.

### LEARNING OUTCOMES

- Enhanced strategic leadership skills developed through insights into the diverse leadership and characteristic styles research managers adopt to affect positive performance in the workplace.
- Knowledge and skills required to build an effective Research Office.
- Ability to effectively develop and implement institutional and office strategies including team building, evaluating performance and monitoring how this directly influences organisational culture.
- Understanding of models to assess and improve Research Office performance.
- A deeper appreciation of the nuances of working with external stakeholders.

### PROGRAM FEATURES

- A comprehensive two and a half day core program focusing on leadership management and strategic thinking.
- Electives from a selection of specialist areas.
- A workplace based assignment allowing participants to apply program learnings in their current roles.

- Great opportunity for networking and knowledge sharing on current national and international matters of significance.
- Participation in a personal mentoring program.
- Case studies and resources available for those wishing to further explore their particular areas of interest.

### BENEFITS

- Participants will be equipped with enhanced personal, organisational leadership and strategic thinking skills to lead change and operate at a strategic level in the management of research and innovation.
- Organisations will have staff with enhanced skills and knowledge to influence and implement strategies and processes which will affect positive performance in their workplace.

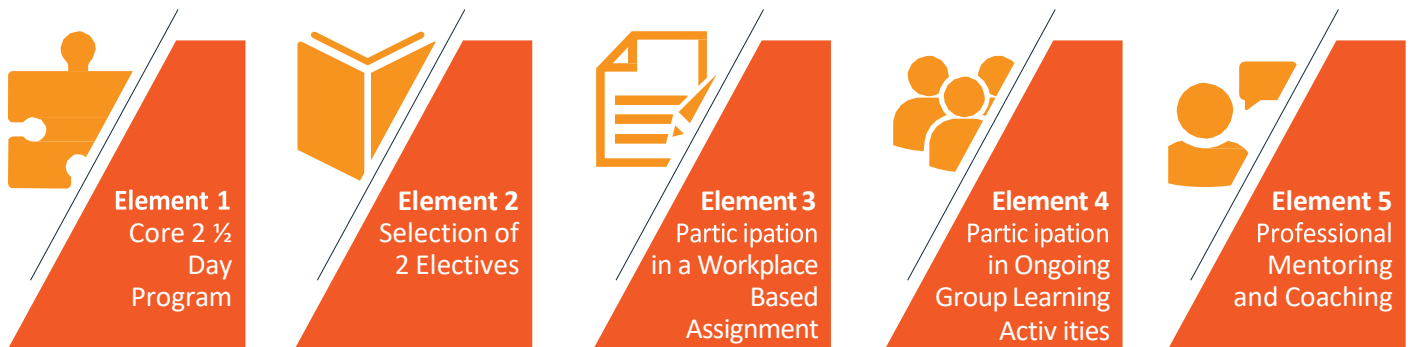
### DESIGNED FOR

- Mid to senior level Research Managers who have worked in the sector for 5 or more years.
- Senior academics and professional staff who are transitioning into a senior Research Management role.



## Program design

Over an eight month period, participants will join a cohort of between 12 to 20 research management professionals and participate in the following program elements:



**Element - 1:** A core, two and a half day, face-to-face workshop focusing on leadership, management and strategic thinking skills (20 hour commitment by participants).

**Element - 2:** Two, one day electives which focus on relevant content knowledge from the participant's own choice of specialization.

The following electives are scheduled for delivery in 2020. However, elective offerings may be cancelled or rescheduled at the discretion of ARMS.

### Advanced Clinical Research Management

**Presenter: Associate Professor Tam C. Nguyen**

This elective will cover the challenges of managing multi-sites, multi-institutional projects including navigating research ethics, research governance, improving community and consumer engagement and building relationships with external funding bodies.

This workshop will cover key processes and strategies in business development and project and team management in the clinical research setting. You will learn practical and essential skills for effective and active business development and clinical research management.

### Assessing the Societal Benefits of Research

**Presenter: Dr Mark Hochman**

i.e., research impact – An understanding of international trends in identifying and assessing research impact, identification of institutional impact, tracking and assessing impact and communicating the benefits of publicly funded research.

### Business Process Improvement in Research Management

**Presenter: Dr Bryony Wakefield**

Supporting research activity is a complex task involving project management, financial management, human resource considerations, data and reporting and of course, communication with a wide variety of internal and external stakeholders. As such, business processes to support the management of research need to be constantly evolving to ensure researchers and other stakeholder expectations are being met.

Business process improvement is a management exercise in which leaders use various methodologies to analyze their procedures to identify areas where they can improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize process improvements. These may include specific methodologies such as the well known Plan, Do, Check Act (PDCA) cycle; Balanced Scorecards, Lean/Six Sigma and many more.

Such business process improvement tools have frequently been used in many parts of research institutions such as Human Resources, Finance Offices, HR etc. In contrast, Research Offices have tended not to use such

methodologies and have frequently relied on “peer review” by external research managers to review internal business processes, often with variable results.

This elective should introduce participants to common business improvement tools and use case studies and examples to show their use in improving research management processes.

### Data Driven Research Improvement

**Presenter: TBA**

Research activity generates much data – research income, grant outcomes, publications, citation rates, graduate student load and completions being common. Research managers are frequently called upon to provide analyses of this data to committees, senior managers and other internal stakeholders. Many tools exist to provide the high-quality presentation of such data, e.g. BI and dashboard tools, yet the discussion of such data can often be cursory compared to its presentation.

This elective will outline a data driven approach to improving organisational research performance looking beyond the provision of data to its interpretation and suggested usage. It should include items such as obtaining “buy in” from organisational stakeholders, use of trend data and benchmarking to accurately reflect organisational research performance, how to calculate return on investment for internal funding programs and the role of research managers in monitoring performance against research targets and evaluating outcomes.

The elective should contain case studies and working examples which enable participants to implement a data driven approach to improving research outcomes in their organisations.

### Development of Institutional Research Talent

**Presenter: Professor Moira Clay**

How can research organisations best develop researchers from Higher Degree Research (HDR) students through to Early Career Researchers (ECR), Mid-Career Researchers (MCR) and senior researchers while managing resource and other institutional constraints? This module aims to answer this question. It will not look at the specific content of individual workshops, but rather will explore the ‘top down’ implementation of entire programs of support. This includes how they can be effective and sustainable in the face of considerable challenges (i.e.

resource, staffing, etc.), and also the theoretical models that underpin best practice in their implementation in higher education literature internationally.

From this module participants will have practical knowledge, skills and capabilities to recognise how best to develop and implement bespoke institutional researcher development and training programs that fit their research organisation. Topics covered will include:

- The Vitae Researcher Development Framework – its pros and cons;
- Talent identification and training, using data to focus support where it matters most;
- Building a sustainable culture of support: researcher support programs that inculcate a culture of reflection and strategic development at all levels;
- Building a multi-faceted approach: Mentoring programs, researcher clubs, seminar series, institutional conferences and inductions; and
- Frameworks that fit your context – how can you make the ideal researcher support/training program for the specific challenges at and benefits at your research organisation?

### Evidence Based Analysis of Institutional Research Performance and Return on Investment

**Presenter: TBA**

This interactive workshop will focus on approaches to institutional research performance analysis. Attendees should expect to learn a range of principles, approaches and frameworks that they can apply to evaluating and analysing research performance at their own institution, including a discussion of the current international trends and tools. Various approaches will be discussed, including benefits, limitations, responsible use of, and interpretation of data and evaluative outcomes, including those pertaining to the economy, society, environment and culture.

The specific workshop goals are to:

- Identify and discuss a range of approaches and principles for assessing institutional performance;
- Equip participants with the mechanisms to understand and assess institutional performance (relative to institutional strategy and implementation) across a range of indicators, measures and performance benchmarks including rankings, also understanding the challenges and pitfalls of various approaches;

- Discuss and explore innovative ways to consider institutional data;
- Discuss ways to consider and measure Return on Investment of institutional investments including individual internal program investment plus the assumptions needed in deriving such calculations.

Attendees will be encouraged to bring their own real-world examples to be workshopped, enabling them to apply critical thinking when responding to questions and providing evidence to support decision making. The workshop will also review key internal and external data sources available to research administrators and how they might be leveraged to support their work.

### Managing Complex Strategic Partnerships

**Presenter: TBA**

The benefits of highly collaborative research are widely accepted, and the involvement of a wide range of partners along with the globalisation of research is now commonplace. However, these complex partnerships need to be approached strategically, and managed carefully to ensure outcomes are achieved and risks minimised. This module will look at a range of potential strategic research partners including:

- International researchers and research institutions;
- Industry partners, with a focus on those with a vested interest;
- Indigenous and other culturally sensitive partners;
- At risk groups or communities; and
- Philanthropic partners, with a focus on tied investment.

This elective will help participants to identify and evaluate partnerships for both opportunities and risks, and provide insights on how these might be managed and communicated. Where relevant, current guidelines and legislation will be provided and discussed, and the political environment considered. Upon completion, participants will have an appreciation of a range of complex research partnerships in the organisation and how to manage these to support high quality research outcomes.

### Securing International Research Funding

**Presenters: Dr Rado Faletič & Dr Martin Grabert**

Programs (Horizon 2020, National Institutes of Health, System for Award Management (SAM), Innovate UK, etc.) and management of international programs. This should include an overview of international funding programs available to ARMS membership institutions, current priorities of international funding Councils and essential information including:

- Portal Management Processes allowing Researcher/Administrator Access;
- Practical advice on elements; pricing; managing risk's in dealing with international Funding Organisations/Law;
- Knowing what are admissible charges that can be claimed and discussing F and A Rates; and
- Conditions of award or sub-contracts. This elective aims at providing shared knowledge for the benefit of ARMS membership applicants.

**Element - 3:** Participation in a workplace based assignment. Opportunities exist for individual workplace assignments or, where there are multiple participants from the same institution, it may be possible to construct group workplace assignments (24 hours commitment by participants).

**Element - 4:** Participation in on-going group learning activities facilitated by a cohort moderator (18 hours commitment by participants).

**Element - 5:** Professional mentoring and coaching activity (12 hours commitment by participants).

**Total content will be 90 hours over an 8 month period and it is expected that participants will spend another 90 hours in self-guided learning through selected readings and preparation for activities above.**

## POST NOMINAL

At the conclusion of the program, all candidates will receive a qualification with the post-nominal ARMS Accredited Research Manager (Advanced). There may be opportunities for this qualification to contribute to a postgraduate tertiary qualification. This will be explored further by ARMS.

## PROGRAM PREREQUISITES

While the Foundation Accreditation Program is not a pre-requisite of this program, the participant is expected to demonstrate a minimum of five years research management experience.

## DELIVERY MODES AND ASSESSMENT

Program content will be via face-to-face delivery except for participation in group-learning activities which will be via a web platform. Assessments will be a combination of online and written assignments.

## APPLICATIONS

To apply for the ARMS Advanced Level Accreditation Program (formerly the Professional Level Accreditation Program) please complete an [Application form](#) and return to [arms.adminofficer@flinders.edu.au](mailto:arms.adminofficer@flinders.edu.au) by **28 February 2020**. Applications will then be assessed by the ARMS Accreditation Council and applicants will subsequently be advised if they qualify for the program.

## FEES

**Members** - AUD\$5,038 GST inclusive.

**Non Members** – AUD\$6,138 GST inclusive for the delivery of a two and a half day, face-to-face core program; two, one day electives; assessment; workshop materials; formal assessment and certificate of completion.

Whilst the program is designed to be completed in its entirety, participants may elect to complete only certain elements of the program. This option is only available upon enquiry.

Participants will be required to cover any additional costs associated with attendance to all workshops (including electives). These expenses may include accommodation, travel and other incidentals. Catering and refreshments are provided at each scheduled workshop. Location of the program will be determined in accordance with the balance of applications.

## ABOUT THE ARMS ACCREDITATION PROGRAM

The ARMS Accreditation Program is designed to give practicing research managers the knowledge and skills to operate as effective research managers. The Program offers two levels of learning:

Advanced Program aimed at those in management positions wishing to develop leadership, management and strategic thinking skills and Foundation Accreditation Program aimed at:

- Persons new to research management (1-3 years' experience).
- Those with longer experience wishing to refresh their knowledge.
- Those who may have specialised in one specific area of research management but wish to broaden their knowledge in other areas.

## ABOUT ARMS

The Australasian Research Management Society (ARMS) is an international organisation dedicated to the professional development of research managers and administrators, the promotion of the profession of research management and the enhancement of the research enterprise. The Society values a stronger, vibrant research sector in the region, higher standards of research governance including the protection of integrity and ethics of research, and the profession of research management as integral to the research endeavor.

Visit the website for further details about this program.  
<https://researchmanagement.org.au/>

## PROGRAM CONTACTS

**W:** [www.researchmanagement.org.au](http://www.researchmanagement.org.au)

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