Good Practices in Research Management

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Task 2.5. Upgrade research management units

- **Task 2.5. Upgrade research management units (leader: CERTH; start: M07; end: M36)**

CERTH/ITI will support KTU to upgrade its research management & administration units at faculty level.

- **Main objective:** Identify gaps, needs and improvement opportunities of the research management unit at faculty level, related with the competencies that will need to be acquired, towards upgrading the performance of the research management at the Faculty of Civil Engineering and Architecture at KTU.

- The findings of deliverable 2.1, will serve as input in this task.

Research management performance review (D2.1)

|	
Provide a **clear organization chart with links between the different organisational** units directly and indirectly linked to the Faculty	**Periodic internal seminars**, where the different research groups show their own activity and what could be the future development
Strength the concept that while **education is a right, research is an opportunity** for social and economic growing	**Increase the awareness of researchers on the importance of knowledge diffusion**, which cannot be based only on sharing information
Convince the interested parties (Government included) to **invest in only one public R&D research excellence centre** providing services to all than in several low-level R&D	Provide a **clear internal organization chart, which graphically shows who manages what in the Faculty**, and include the management strategy in the development strategic plan
Include **lobbying with any level of government and policy makers and the career planning policy** in the development strategic plan of the Faculty.	Give more information inside the Faculty **on how the management is building up; on Human Resources management**.

Strategy for upgrading research management unit (D2.2)

Measure	Main Aspects
Optimizing Research Support through Helpdesk Efficiency	Establishment of a helpdesk structure at KTU to enhance support for research management queries. - Introduction of a KPI to resolve at least three tickets every six months, overseen by CERTH
Strengthening Research Management at KTU: The Impact of Bi-annual Seminars	Biannual seminars designed to update and enhance faculty knowledge on research management. - Topics cover resource management, ethics and compliance, and project management methodologies like WBS and CCM.
Advancing Research Management Excellence: Collaborative Review and Strategic Proposals	Meeting between KTU and CERTH to discuss and refine suggestions for improving research management. - KTU shares documents with CERTH, including a report on Task 2.4, assessment data, and lists of scientific events, to inform the review process

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Upgrading research management unit – CERTH Practices

Organisational Chart of CERTH
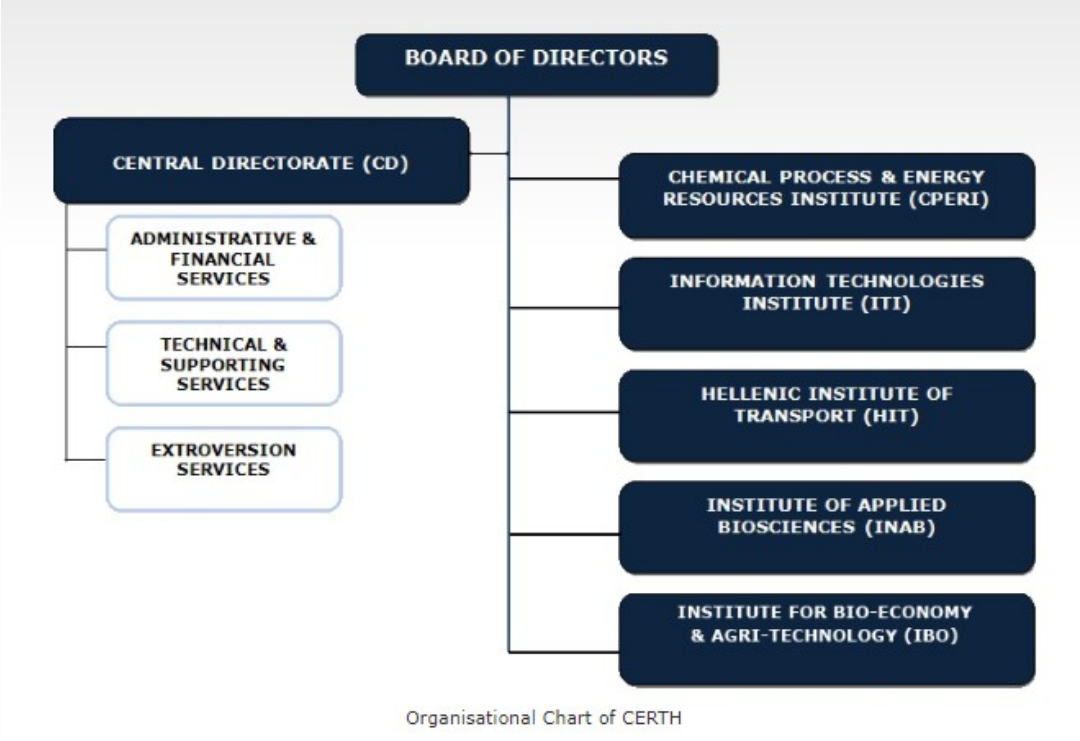
Organisational Structure
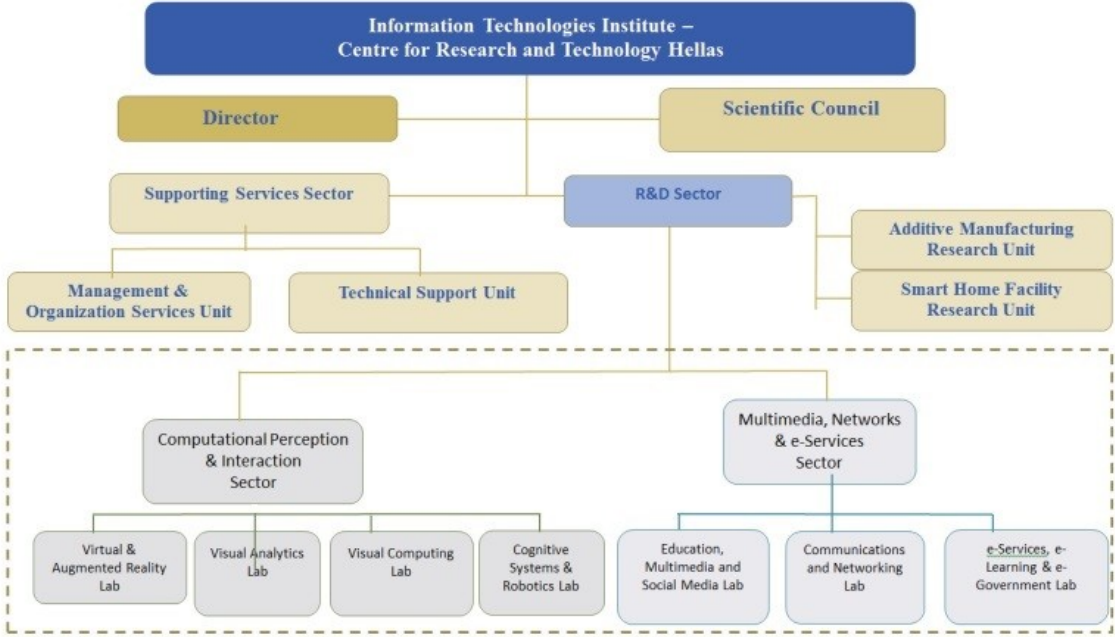
Upgrading research management unit – CERTH Practices

Private Area for:

- Managing personnel (timesheets, contracts, payment receipts, expenses etc.)
- Organize travels, book a conference room etc.
- Submitting personnel requests (salary reports, protocol documents, requests between departments)
- Access to useful files such as CERTH Strategy, GEP, White Pages, Logo, Profile ppt, etc.
- Browse on projects and their results, publications, technical annexes etc.

Upgrading research management unit – CERTH Practices

General directions for research management

Build the best team you can

Utilize internal resources for gaining experience on research management and include personnel who ideally have had previous experience in your research field

Comprehensive, Viable plan

It must be detailed enough to convey your ideas and strategy. You need to adapt your plan as needed and keep it current

Quantity of Resources

It's essential that you request for staff for the project timely and have enough qualified people to assist you

Realistic Schedule

Estimate what can be realistically achieved in the given timeframe and adapt according to your priorities

Promote & Gain support

Communicate your project results and gain formal support from stakeholders, elaborate regular reports to track your progress

General directions for research management

- The creation of key templates, lists and structured archives greatly facilitates the research management process:
    - Active list of upcoming calls, organized per topic and date. E.g.

			2025 DEADLINES (22 January 2025)					
1	22-Jan-25	HORIZON-CL2-2024-HERITAGE-ECCCH-01-01: A European Collaborative Cloud for Cultural Heritage – Innovative tools for digitisation and analysis of dynamic processes, objects and complex combined data	IA		12 M EUR	5-6 M EUR	2	60 pages
2	22-Jan-25	HORIZON-CL2-2024-HERITAGE-ECCCH-01-02: A European Collaborative Cloud for Cultural Heritage – Innovative tools for documenting, interlinking and organising data	IA		8 M EUR	3-4 M EUR	2	60 pages
3	22-Jan-25	HORIZON-CL2-2024-HERITAGE-ECCCH-01-03: A European Collaborative Cloud for Cultural Heritage – Innovative tools for advanced data enrichment	IA		12 M EUR	5-6 M EUR	2	60 pages
4	22-Jan-25	HORIZON-CL2-2024-HERITAGE-ECCCH-01-04: A European Collaborative Cloud for Cultural Heritage – Innovative tools for high-value interactions with visitors and heritage objects	IA		8 M EUR	3-4 M EUR	2	60 pages
5	22-Jan-25	HORIZON-CL2-2024-HERITAGE-ECCCH-01-05: A European Collaborative Cloud for Cultural Heritage – Innovative tools for the study, conservation and restoration of heritage objects	IA		8 M EUR	3-4 M EUR	2	60 pages

    - Archive with all partners involved in past projects
    - Archive with all past project abstracts, short summary/scope, CERTHs role, technology tools → easy quick way to find related projects
    - Archive - template for state-of-the-art of a technology, tools → Relevant for part B (technical innovations)
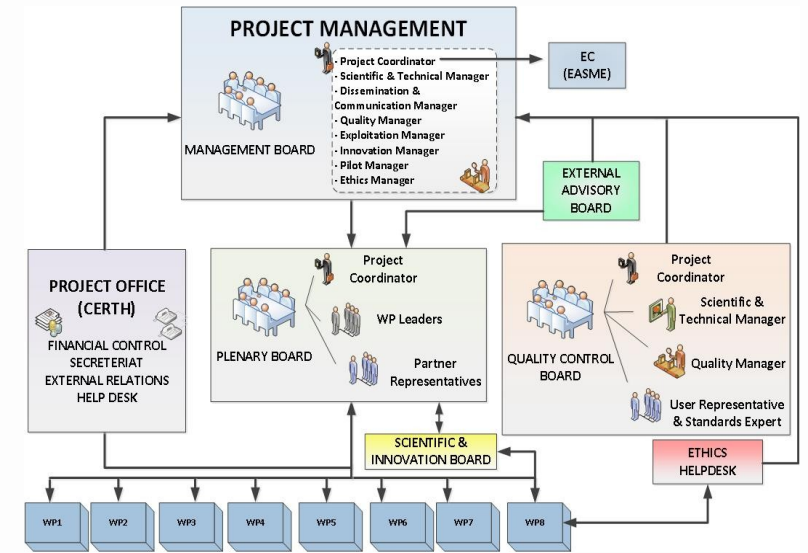
Project Management

1. Project coordination and monitoring

2. Quality management

3. Risk and ethics management

4. Resource management

Project Management – Project coordination and monitoring

- **Project Management Plan**
  - Project's governance
    - different roles and members, management boards, etc.
  - General guidelines on reporting and coordination processes
    - Monthly progress tracker, monthly progress meetings, WLP calls etc.
  - Flow of information
    - Internal meetings, mailing lists, contact lists, sharepoint etc.
    - Project webpage (updated)
  - Control of project documentation and monitoring
    - Document formats and templates
    - Deliverables submitted

The PC is responsible for the overall project management and will have the overall supervision of activities and action plans and will monitor their on time evolution and execution. Moreover, the PC will interact with the EC on contract related issues and will act as single contact point between EC's Project Officer and the consortium, being responsible for a set of administrative and financial tasks.

Project Management – Project coordination and monitoring

- Gantt chart
  - Monitor project progress
  - Overview of implementation
  - Keep track of milestones & deliverables
    - Deliverables submitted
    - Deliverables upcoming
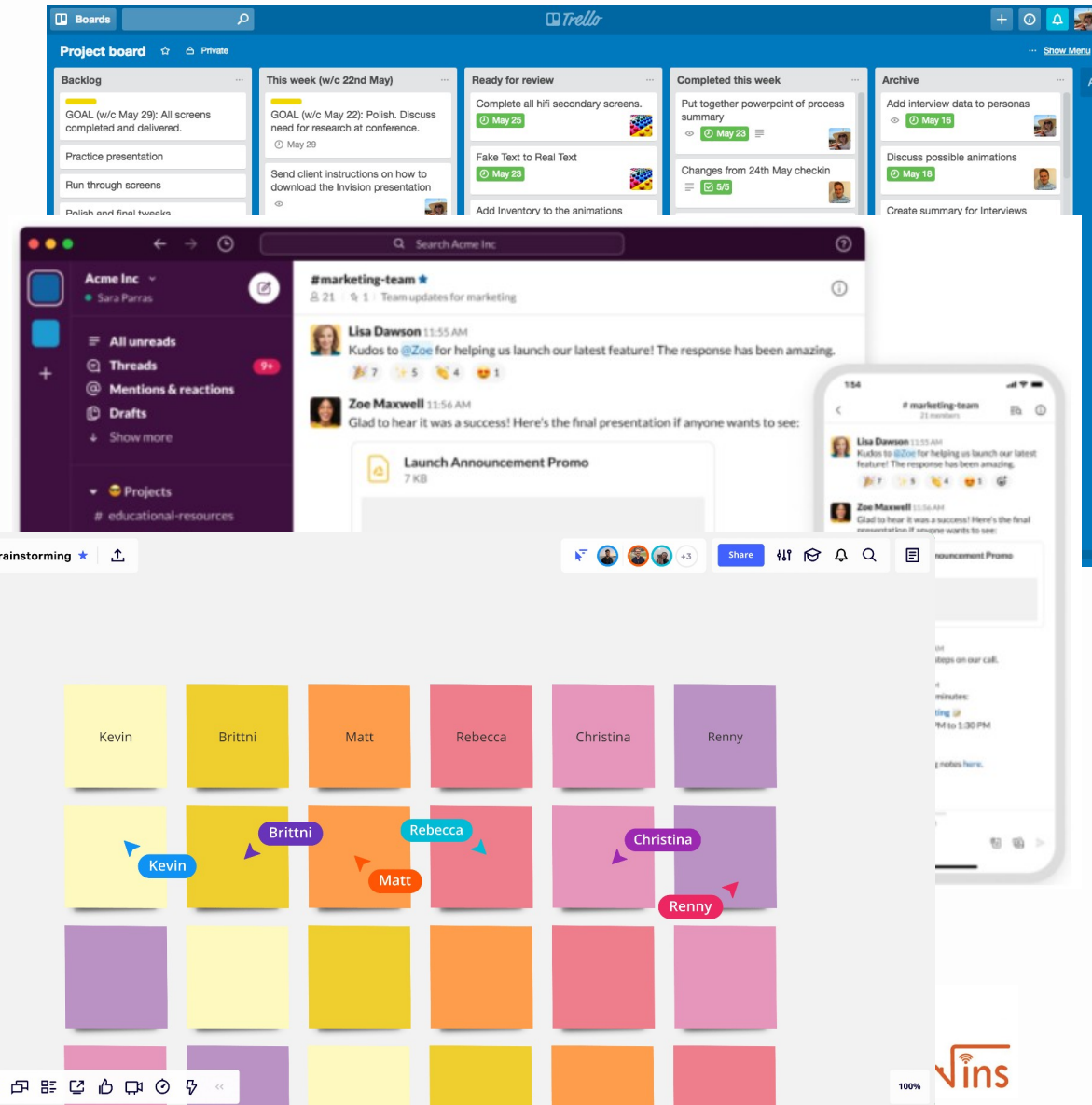
Project Management – Project coordination and monitoring

- ## Project management Tools
  - Project management software helps teams organize all project essentials in one place, while streamlining and simplifying the project management process overall. e.g., Asana, Trello, ClickUp, Jira Software etc.
  - Project Management Charts
  - Collaboration Tools e.g., Teams, Slack, Miro, Wrike

Project Management – Quality Management

- Deliverable production and peer- review process

  - Detailed in the Project management plan or Quality plan

  - Guarantee the delivery of high-quality results on the project

  - Usually 2 reviewers assigned to each deliverable (Reviewers list)

  - Templates on peer-review report

Project Management – Risks and ethics management

- Early identification of critical risks
  - Regular monitoring by the project management team (PC, Quality Manager, WPL, Scientific and Technical manager etc.).
  - Define a risk management strategy/ propose mitigation measures.
  - Establish a risk registry to be updated regularly.
  - Thorough risk assessment (probability, impact etc.).

Likelihood	Potential Consequences				
	Not Significant	Minor	Moderate	Major	Severe
Almost Certain	Medium	High	Very High	Very High	Very High
Likely	Medium	High	High	Very High	Very High
Possible	Low	Medium	High	High	Very High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Project Management – Risks and ethics management

- Identify national legal and ethical requirements and guidelines of the countries where the research is performed

  - Ethical requirements identification is closely related to the pilots demonstration activities.

  - Provide detailed consent forms and procedures for end-users' participation (include information about data collection, storage, protection, retention, handling and destruction). Ensure compliance with national and EU legislation for all of the above.

  - Provide Non-Disclosure Agreements (NDAs) to be signed if needed (beyond what is stated in the GA) to justify and ensure proper information exchange within project activities.
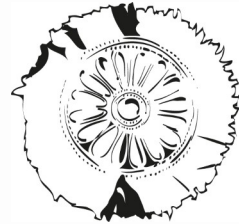
Project Management – Resource Management

- Resource management

  - Regular monitoring or staff effort and allocation of resources within the project's duration

  - Financial management: check payment schedule and detailed budget table

  - Financial reporting per reporting period

STAFF EFFORT

Staff effort per participant

Grant Preparation (Work packages - Effort screen) — Enter the info.

Participant	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months
1 - KTU	35.00	11.00	10.00	12.00	12.00	8.00	88.00
2 - POLIMI	3.50	6.00	4.00	10.50	2.00	4.00	30.00
3 - CERTH	5.00	8.00	3.50	7.00	5.50	7.00	36.00
4 - CON	3.50	4.00	5.50	6.00	2.00	2.00	23.00
5 - InnoT		3.00	3.50	4.00	4.00	1.50	16.00
Total Person-Months	47.00	32.00	26.50	39.50	25.50	22.50	193.00

Project Management- Closing the project

- This step is about verifying that the project has met all the intended goals, delivers the desired change to your customers, and communicating your achievement.

- Closing out projects formally is important for the organization as well. Organizational resources can be released for future activities.

- **Finish up, wrap it up and CELEBRATE!**

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Project Partners