



Research Administration for MQ@50

Recommendations

Confidentiality

Macquarie University

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Associated and Precursor Documents

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Executive Summary

A Working Group, consisting of research managers and administrators from divisions and from the Research Office, have examined the organisation and resources required to effectively support research administration at Macquarie under the new Academic Structure.

Following wide consultation the Working Group noted the following:

- Governance of research management can be made more effective under a four (4) faculty structure; in particular there can be greater engagement between central administration and the faculties, provided in large part through the appointment of full time research managers.
- There is a need to significantly grow research income over the next five years and to achieve this will require all organisational units to co-ordinate strategies and activities.
- To achieve growth goals whilst maintaining effective and efficient levels of support and administration a professional approach to the management of research administration will be required.
- Systems support for research administration and reporting for Divisions is woefully inadequate and will certainly not be sufficient to effectively track and manage research activity in the faculties.

As a result of careful deliberation and extensive discussion, the Working Group wishes to make a number of recommendations to the Provost and to the Deputy Vice Chancellor (Research). The Working Party is confident that these recommendations, if adopted, will position the newly formed faculties to achieve their research goals under MQ@50.

- Require that every faculty appoint a Research Manager.
- Target every faculty with having adequate research administrative resource.
- Form a Research Administration Management Group.
- Approve clearly defined roles for central administration and for faculties.
- Develop a new vertical and horizontal governance structure to link the development and implementation of research strategy at university, faculty and sub-faculty levels.
- Investigate opportunities for improved systems support for research administration and reporting for faculties and sub-faculty units.

The body of this report expands on these recommendations, including draft Position Descriptions, and an outline plan for the implementation of these recommendations. The net effect of resourcing these recommendations would initially be an increase of three (3) full time staff dedicated to research administration within the Science Faculty. The actual FTE increase may be less as some of this work is currently spread across general administrative positions. Once strategies and structures are defined within the faculties levels of resourcing will need to be reviewed. The restructure of other administrative functions in the faculty could well result in other staff savings which offset any increase.

Purpose and Scope

This report presents the findings and recommendations of a Working Group formed to map out the major administrative activities required to effectively manage research at Macquarie. Based on consultation, evidence collected, and analysis it presents recommendations covering:

- Where administrative responsibilities should lie within the new structure
- Draft Role Descriptions for administrators in the Faculties
- Proposals for initial staffing levels
- A proposed scope and timeframe for designing policy, process and procedure for research administration under the new academic structure (as a subsequent activity)

The primary purpose of this document is to present recommendations to the Provost and to the Deputy Vice-Chancellor (Research).

For readers who do not have the time to read the full report, the key sections are:

Section 4: Key Issues Identified (pages 8 and 9).

Section 5: Recommendations (pages 12 and 13).

This report is limited to a consideration of research administration, with an emphasis on the general staff positions required to support the University's objectives in this area. The report does not consider administration of Higher Degree Research which is being considered separately, nor its co-ordination with the research function. The Working Group did not have a remit nor the time and resources to consider broader governance and management concerns that have been raised during the consultation exercise, and which undoubtedly do have a significant impact upon the achievement of research objectives at the University.

1 Background

The Research Office is currently restructuring roles, management structures, business processes and supporting systems to become more efficient, more responsive and most importantly to better support achievement of the research goals of MQ@50. These changes also respond to the increasing scale, diversity and complexity of research projects and associated funding, and the need to effectively administer those projects and manage risks associated with them. From an administrative viewpoint what remains to be addressed is clarification of the role of central offices, divisions and departments, specifying where responsibilities and accountabilities lie, and streamlining processes across organisational boundaries.

The Opportunity

With the Academic Restructure Macquarie has an opportunity to define roles, allocate responsibilities, streamline processes and reduce duplication. Researchers need to know where to go for support and what to expect. The Executive must know who is accountable and feel confident in the processes in place. Managers must understand their responsibilities and be empowered to achieve their goals and KPIs.

Principles for Change

Key principles in the current Research Office reorganisation can be extended to the definition of research administration under the new faculty structure:

- Roles defined with clear responsibilities, and individuals empowered to be effective in these roles
- Office and divisional boundaries should not limit the design of improved business processes; improved coordination between across areas can lead to valuable process improvement
- All current processes can be examined to remove non-value adding activities
- Technology should be used where it can cost effectively improve processes, management decision making and service
- Where new activities and processes are envisaged, there must be a clear benefit in building capacity, growing research activity, improving the service to researchers and managers, or managing risk
- Consultation is critical to the success of all change activities; change takes time and effort to get right, but the benefits of well managed change are worthwhile and lasting

What Might it Look Like?

There are many ways in which we could organise research administration at Macquarie. The highly devolved model at ANU may not be appropriate at Macquarie; equally there is little appetite to grow a large Research Office, centralised and remote from researchers.

A suitable model can be developed through consultation. It might seek to devolve those activities that benefit from being close to the researchers and to faculty management, whilst providing the university wide policies and guidelines required to ensure an appropriate level of consistency and control.

Assumptions

The Working Group made the following assumptions:

1. That the Review Working Group must operate and provide recommendations that are consistent with the requirements of Macquarie's Enterprise Agreement 2006-2009.
2. That there should be due consideration for the financial implications of implementing the review.
3. That the Review Working Group will make recommendations on the level at which roles will be graded, though positions may be defined differently in each faculty and so actual levels may vary.
4. That issues identified as a part of the review but which fall outside of the Scope of the Review (for example broader governance issues) are not the subject of a recommendation and are merely commented upon in the Working Group Report.

2 Process Followed

A Terms of Reference document was written by the Manager Research Office. That document was approved by the Provost and the DVCR and on that basis a Working Group was formed to perform the review.

The Working Group drew members from Divisions and from the Research Office, and comprised the following members:

Colm Halbert	Division Research and HDR Manager, Division of Linguistics and Psychology
Kerry Todd-Smith	Division Research Manager, Division of Economics and Financial Studies
Lisa Yen	Research Administrator The Macquarie Centre for Cognitive Science
Gwyneth Teh	Research Officer, Division of Law
Karyn Knowles	Senior Research Grants Officer, Research Office
Julian Zipparo	Grants Officer, Division of Humanities
Obelia Modjeska	Research Development Coordinator Division of Society Culture Media and Philosophy
Mark Ellis	Manager Research Office (Facilitator and Secretary)

The review process consisted of the following, partly overlapping activities:

1. Initial discussions within the Working Group to develop an outline proposal.
2. Estimates of the volumes of research related activity for each of the new faculties, based on analysis of current and historical data, undertaken by Allyn Sayers in the Research Office.
3. Invitation to all Deans, Associate Deans Research and CoRE Heads to contribute their views.
4. Analysis of responses to the annual Research Office survey, in particular the textual feedback received as a part of that survey.
5. A meeting with the DVC (Research).
6. A special meeting of ResNet to discuss options.
7. A consultation meeting to which ADR's were invited.

Appendix A details the stakeholder groups invited to contribute to this review.

3 Commentary

Context for Research Administration at Macquarie

As part of its MQ@50 goal the University aims to be in the top eight (8) Australian Research Universities. It is well positioned to achieve this with a strong research base on which to build, plus the resources to fuel the required growth.

Growth in research activity involves expanding on multiple axes:

- doing more of the same
- developing new and emerging fields
- fostering collaboration across the University, with other Universities in Australia and abroad, and expanding linkages and consultancies with industry and other external bodies
- Winning research funding from a broader range of sources.

This is to be done in the context of more vigorous requirements for the governance and reporting of research funds, and greater rigour in the assessment of research quality.

Key Issues Identified

The Working Group found many aspects of the management and administration of research at Macquarie worthy of commendation, just as there are many opportunities to improve. Many issues were raised during the consultation, and whilst some of these are beyond the scope of this report they are worthy of comment:

Issue 1. Governance can be made more effective

- Real involvement of Faculty Management in decision making:
 - Influencing strategy and policy
 - Deciding how these are to be implemented across the University and locally
 - Faculty Management and Sub-Faculty Management taking responsibility for implementation
- Dedicated resourcing for management and administration of research in all faculties.
- Reviewing horizontal and vertical governance structures and reporting lines in light of the new faculty structure.

Under the divisional structure the relationship between central administration and the divisions, departments and other organisational units has been less than ideal for a variety of reasons. The appointment of full-time ADRs and dedicated general staff positions provides an opportunity to form stable and effective management groups within a robust governance framework, and to reestablish a strong link between the development and the implementation of strategy at University, faculty and sub-faculty levels.

Issue 2. Need to significantly grow research income

- More active identification of research funding opportunities
- Identify how the sub-faculty level contributes to this
- Develop strategies for encouraging cross disciplinary, cross-institution and international collaboration
- Grow Linkage type opportunities

- Consider strategies for more effectively increasing revenue through networks, CRCs and other major research structures.
- Leadership and development in grant writing skills.

These matters require the Research Strategy and Policy Committee and the Research Management Committee to develop proposals for building these capabilities, and to consider the resource and cost/benefit implications of such proposals. Achievement of growth targets will require all organisational units to co-ordinate strategies, plans and activities (central administration, faculty and department/centres).

Issue 3. Appropriate management structures for Research Administration

- Consistency and clarity of boundaries, responsibilities and accountability:
 - Researchers need to know where to go for advice and support
 - Need to realise efficiency gains from reduction in duplication, increases in scale and better coordination between faculties and the Centre
- Management process needs to be tied into the Research Management Committee and ensure strong coordination between faculties and the Centre; relying on the informal ResNet meetings and ad hoc “coffee in the SAM” meetings to provide this co-ordination is insufficient.
- Faculties and where appropriate, sub-faculty units need to provide sufficient resource to effectively manage and administer research as a strategic priority.
- Less (though adequate) focus on compliance activities and more focus on activities that contribute to the achievement of the MQ@50 goals for research.

Issue 4. A requirement for systems and reporting support for Faculties

- Faculties need a voice in deciding priorities for research administration systems developments so that they can press for the tools they need to meet their objectives
- Significant improvements are needed in the availability, relevance and accuracy of data required to manage research at all levels; this issue is compounded by the data required to achieve this being spread across multiple systems that are not integrated.

Indicators of Work Volume

Workloads for research administration are driven by several factors, most notably:

- Faculty Research Strategy, including but not limited to:
 - Effort focused on identifying and communicating funding opportunities.
 - Level of support provided to researchers developing grant applications.
 - Level of devolvement of research management to departments, centres and individual researchers.
- Volumes of research activity to be administered.

- The scope of activities for which faculties are responsible.
- Diversity of research fields, funding sources and research cultures.
- The range of centrally administered initiatives generating work at a faculty or departmental level.

The following table summarises some aspects of research activity that are currently measured and which can be mapped onto the new faculty structure.

Metric	Science	Human Sciences	Humanities	Business & Commerce
Academic FTE ¹	302.8	260.1	249.6	206.5
Number of Departments ¹	10	6	12	7
Number of external grant applications ²	204	60	41	14
Number of MQ scheme grant applications ²	165	69	99	24
Number of distinct external schemes applied through ²	39	17	12	6
New funded project start-ups ²	211	74	82	23
Active funded projects ^{2,3}	740	215	179	61
Annual ethics applications ^{2,4}	70	322	56	53
Number of research outputs added to IRIS ⁵	983	523	684	577

We see clearly from these indicators the need for quite different research strategies across the four Faculties, and consequently for differing mixes of resourcing in each faculty. Note that the impact of ASAM is not reflected in these figures.

Appendix B presents a proposed distribution of activities between faculties and the Centre, and identifies for faculty activities where ADRs, faculty research managers and faculty/sub-faculty research administrators would have significant involvement.

Current Resource Levels

The working party attempted to identify the level of resourcing for research administration under the current divisional structure. This proved difficult as each division organises itself

¹ Review of Academic Structure – Report to Council (Provost website)

² 2007 data from IRIS – 5 year average 2003 to 2007

³ As at 1st January of each year

⁴ 2003 to June 2007 data

⁵ IRIS data for 2006 Publications

differently, however the following table summarises current divisional level dedicated resourcing, and maps that onto the new faculty structure.

		Divisional Level Dedicated Research Manager	Resource Officer/ Research Administra- tor	Total
Science	ELS	-	-	
	ICS	-	-	Nil
Human Sciences	L&P	1	-	
	ASAM	-	-	
	ACES	-	1	2
Humanities	Humanities	-	1	
	SCMP	-	1	
	Law	-	1	3
Business & Commerce	EFS	1	0.5	
	MGSM	-	1.5	3

Notes: The mapping of Divisions to Faculties in this table is approximate. In some cases positions may not currently be filled. All figures are for staff dedicated to research administration at the Divisional level.

This table does not identify resourcing at a sub-divisional level (departments, centres and so forth) nor where research administration is spread across general administration roles.

4 Recommendations

It has been noted that those divisions who have invested in full-time research managers and administrators have demonstrated increases in the number of grant applications, and improved quality of grant applications (as measured by success rates).

As a result of careful deliberation and extensive discussion, the Working Group wishes to make a number of recommendations to the Provost and to the Deputy Vice Chancellor (Research).

Recommendation 1: Require that every faculty appoint a Research Manager

This senior level general staff position is critical to the successful implementation of each Faculty's Research Strategy. Recent evidence at Macquarie shows a correlation between those divisions with dedicated research management and those divisions who are successful growing their research. It is recommended that the Executive mandate that every faculty appoint this role.

Recommendation 2: Target every faculty with having adequate research administrative resource

As acknowledged earlier in this report, there are many factors that will influence the appropriate level of resourcing at faculty level. The Dean will have the authority to manage their resources as they see fit in order to meet their strategies and objectives, in the context of MQ@50, MQ Research Strategies, and Deans KPI's. The working group have assumed that positions currently dedicated to research administration at a divisional or sub-divisional level will be mapped across to the new structure at the same organisational level. Going forward these resourcing levels will need to be reviewed in the light of strategies and organisational decisions within each Faculty.

The working group do strongly recommend that the new Faculty of Science dedicate at least two (2) full time administrative roles to research administration in addition to the Research Manager. This should be seen as a minimum resourcing level that should be reviewed early in 2009.

Consideration should be given to rotating staff between faculties, and with central administration via secondments or short-term engagements to strengthen co-ordination, reduce barriers, and develop staff.

Recommendation 3: Form a Research Administration Management Group

Much tighter coordination is needed between the Centre and the faculties in the management and administration of research. To assist in achieving this, a Research Administration Management Group should be formed, chaired by the Manager Research Office, attended by key representatives from the Research Office, Finance, HR, and by the Faculty Research Managers. This group would be responsible for ensuring the efficient and effective management of research administration across the University. One key question to be addressed is how this group fit into the overall governance and reporting structure, a question to be referred to Research Management Committee.

Recommendation 4: Approve clearly defined roles for central administration and for faculties

Appendix D presents a proposed split of responsibilities, between faculties and central administration. It is recommended that this be adopted as a starting point for operating under the new Academic Structure. It is recognised that this list is not comprehensive and will change over time as strategies and policies develop.

Recommendation 5: Develop a new vertical and horizontal governance structure to link overall MQ strategy to faculty level strategy and management

Research Management and administration needs to exist within a robust governance framework. The Research Strategy and Policy Committee, the Research Management Committee and the Office of the Deputy Vice Chancellor Research need to work together to develop such a framework, in the context of the Deputy Vice Chancellor Research having ultimate authority in research matters. University research committees can be restructured and more tightly integrated with faculty research committees. Dedicated Research Managers in faculties will ensure that this linkage gets translated into action at the faculty/department/centre level. A proposed framework is presented at Appendix E as a starting point for discussion.

Recommendation 6: Investigate opportunities for improved systems support for research administration and reporting for faculties and sub-faculty units

Systems support for research administration and reporting in divisions is woefully inadequate at the University and will take years to fully address. The Manager Research Office has committed to write a paper by October 2008 outlining options for improving this by leveraging current investments in systems and databases. Initiatives such as the Institutional Research Unit will help.

Cost Implications

The net effect of resourcing these recommendations would initially be an increase of three (3) full time staff dedicated to research administration within the Science Faculty. The actual FTE increase may be less as some of this work is currently spread across general administrative positions. Once strategies and structures are defined within the faculties levels of

resourcing will need to be reviewed. The restructure of other administrative functions in the faculty could well result in other staff savings which offset this increase.

5 Next Steps

To implement the proposals in this report a number of activities are required over the coming months. *As a starting point for planning those activities, a provisional list of activities is included at Appendix B, and a set of draft Position Descriptions are included at Appendix C.*

Appendix A – Stakeholder Input

During the review the Working Group members met with or invited submissions from the following Stakeholders:

Deputy Vice-Chancellor (Research)

Deans

ADR's

CoRE Heads

ResNet (the network of research and HDR administrators)

Research Office staff

Researchers (via the monthly Research Office update)

Appendix B – Implementation Tasks

Activity	Responsible	Timing
Consider recommendations of this report	Exec	Feb 08
Undertake a more comprehensive review of divisional and sub-divisional level resourcing of research administration	RAWG	April 08
Review, refine and approve Position Descriptions	HR	March 08
Establish Faculty Research Manager positions (where not mapped from existing divisional roles)	HR	c. June 08
Develop procedures for research administration under new structure	RAWG	April-Sep 08
Make recommendations for improved systems support for faculties (for research administration)	Manager Research Office	Oct 08

RAWG: Research Administration Working Group

Appendix C – Draft Position Descriptions

Research Manager

LOCAL TITLE:	Research Manager (Faculty Position)		
POSITION NUMBER:		LEVEL:	9/10
DIVISION/OFFICE:	Faculty	DEPARTMENT:	N/A
REPORTS TO:	Faculty General Manager	CURRENT OCCUPANT:	New role
WRITTEN BY:	Mark Ellis/Lisa Yen	DATE:	15 February 2007
APPROVED BY:	Mark Ellis	DATE:	IN DRAFT

A JOB PURPOSE

- Manage all aspects of research administration within the Faculty.
- Provide strategic advice and support to senior management of the Faculty on building research capacity and output to enhance the research profile of the Faculty.
- Provide an efficient and effective research support infrastructure to enable the achievement of the Faculty's research goals and accountabilities

B MAJOR RESPONSIBILITIES

- Contribute to the development of Faculty research policy and guidelines for the conduct of research and research-related administration
- Ensure the timely and efficient administration of application processes for internal and external grant schemes
- Manage post-award processing of research grants including progress reports, final report and variations.
- Supervise and manage the development of research administrator(s)
- Conduct individual writing consultations for staff for grant applications, research papers, and research quality assessments
- Develop implementation strategies to enhance the Faculty's research capacity
- Devise and implement strategies to raise staff awareness of research opportunities and support offered by the Faculty
- Provide information about grant opportunities, technical information, and review and provide feedback on grant proposals to motivate staff to develop high quality research grant proposals
- Develop the capacity of early career and experienced academic and research staff through the facilitation of training activities and the development, implementation and review of individually tailored strategies for staff to ensure success with grant applications, development of research programs, planning and management of research projects, and supervision of research students

- Develop web-based and other communications strategies to promote research information, capacity and achievements internally and externally
- Coordinate the collection of data on research activity within the Faculty to develop appropriate benchmarks for performance within the university and with other universities
- Initiate, plan and provide reports to the senior management about research grants activity, outcomes, trends and opportunities
- Assist with the development and monitoring of the Faculty Research Budget
- Provide strategic and administrative support to the Associate Dean, Research, and the Faculty Research Committee to ensure research objectives align with Faculty and University research goals and are achieved.
- Manage Faculty involvement in ad hoc projects e.g. preparation for quality assessment exercises and the annual DEST publication data collection
- Act as the key liaison person with Research Office and other offices the wider University for research related matters.
- Membership of university management groups, committees and working parties as required.
- General office administration.

Other

- Any other duties within the staff member's level of competence as required.

C DELEGATIONS

- By agreement of the Dean.

D REPORTING RELATIONSHIPS AND SUBORDINATES

- The Research Manager will report to the Faculty General Manager
- The Research manager will supervise Faculty level research officers and administrators.

E SUPERVISION AND INDEPENDENCE

- Direction is provided in terms of objectives, which will require the planning of staff, time and material resources for their completion.
- Will manage other staff involving in a small and specialised unit where significant innovation, initiative and/or judgement are required.
- Development and implementation of policy requiring a high degree of knowledge and sensitivity and the integration of internal and external requirements

F RECOURSE TO HIGHER LEVEL OR OTHER AREAS OF THE UNIVERSITY

- Faculty General Manager
- Dean.

G JUDGEMENT AND PROBLEM SOLVING

- Judgement is required in dealing with both internal and external stakeholders and individuals. It is also necessary in balancing competing demands in multi-tasking and prioritising workloads.

- Judgment is required in managing all aspects of the project, including projects, deadlines, timelines, budgets and staffing
- The Manager will possess demonstrated problem solving skills to deal with macro-problems of project process and outcomes management, and micro-problems of day-to-day management.
- The Manager must be able to balance/plan/manage her/his own time and that of staff under their direction to ensure outcomes and deadlines are met and customer service is maintained.

H ORGANISATIONAL RELATIONSHIPS AND IMPACT

- Reports to the Faculty General Manager.
- Liaises and coordinates management with the Manager Research Office.

I SELECTION CRITERIA

Essential

- Progress towards postgraduate qualifications and extensive relevant experience or an equivalent combination of relevant experience, education and training
- Demonstrated high level ability to communicate information effectively and appropriately in both written and oral formats
- Demonstrated ability to develop and translate strategies into action plans and measures for success
- Demonstrated experience in the development, planning and management of policy and procedures in order to achieve objectives
- Demonstrated high level interpersonal skills, in particular the ability to build and maintain effective professional relationships
- Demonstrated ability to contribute effectively to the development, management and success of work teams
- High level computer literacy with considerable experience using a range of relevant software applications and web based technology.
- Knowledge of the higher education sector and grant administration.

Desirable (if required)

- Experience with the use of databases.
- A working knowledge of the University structure, its Divisions and Departments.
- Experience in secretariat roles.

Research Administration Officer

LOCAL TITLE:	Research Administration Officer (Faculty Position)		
POSITION NUMBER:		LEVEL:	6/7
DIVISION/OFFICE:	Faculty	DEPARTMENT :	N/A
REPORTS TO:	Faculty General Manager	CURRENT OCCUPANT:	New role
WRITTEN BY:	Mark Ellis/Lisa Yen	DATE:	15 February 2007
APPROVED BY:	Mark Ellis	DATE:	IN DRAFT

A JOB PURPOSE

- To provide efficient research grants administration support within the Faculty
- Provide support to Faculty Research Manager in order to enhance the Faculty's research income and output.
- To develop and provide training in all aspects of journal publications, conference presentations, grant applications and project management.

B MAJOR RESPONSIBILITIES

- Administration of application processes for internal and external grant schemes
- Administer post-award processing of research grants including progress reports, final report and variations.
- Conduct individual writing consultations for staff for grant applications, research papers, and quality assessments
- Activities to raise staff awareness of research opportunities and support offered by the Faculty
- Provide information about grant opportunities, technical information, and review and provide feedback on grant proposals to motivate staff to develop high quality research grant proposals
- Development web-based and other communications materials to promote research information, capacity and achievements internally and externally
- Coordinate the collection of data on research activity within the Faculty
- Provision of administrative support to the Associate Dean Research and the Research Manager.
- General office administration.

Other

- Any other duties within the staff member's level of competence as required.

C DELEGATIONS

- None.

D REPORTING RELATIONSHIPS AND SUBORDINATES

- Reports to the Research Manager
- Supervision of Research administration Assistants and casual administrative staff.

E SUPERVISION AND INDEPENDENCE

- Direction is provided on the assignments to be undertaken, with the occupant determining the appropriate use of established methods, tasks and sequences.
- Will use theoretical and technical knowledge to interpret procedures.
- There is some scope to determine an approach in the absence of established procedures or detailed instructions, but guidance is readily available.
- May supervise casual staff during peak periods.
- Will have some responsibility for the day to day operation of a discrete area of work, including setting priorities, meeting service standards and assisting with the monitoring and review of systems.
- Performance is checked by assignment completion.

F RECOURSE TO HIGHER LEVEL OR OTHER AREAS OF THE UNIVERSITY

- Research Manager
- Faculty General Manager

G JUDGEMENT AND PROBLEM SOLVING

- Provision of information and advice to researchers regarding existing grants and on occasion new grant applications.
- Interpretation of grant scheme Funding Rules.
- Ongoing review of status of research projects.
- Reviewing research grant applications, progress and final reports and determining course of action where further action is required.

H ORGANISATIONAL RELATIONSHIPS AND IMPACT

- Reports to the Research Manager.
- Liaises and coordinates with staff in sub-Faculty units and in the Research Office.

I SELECTION CRITERIA

Essential

- Knowledge of the higher education sector and grant administration.
 - Administrative experience at an equivalent level of responsibility.
 - Excellent written and oral communication skills.
 - Excellent personal organisational and time-management skills.
 - Attention to detail.
-
- Ability to prioritise and meet tight deadlines.
 - Excellent interpersonal skills and ability to work in a small team.

- Ability to be self-motivated and to demonstrate initiative
- Proficiency in the use of MS Word and Excel.

Desirable (if required)

- Experience with the use of databases.
- A working knowledge of the University structure, its Divisions and Departments.
- Experience in secretariat roles.

Research Administration Assistant

LOCAL TITLE:	Research Administration Assistant (Faculty Position)		
POSITION NUMBER:		LEVEL:	4/5
DIVISION/OFFICE:	Faculty	DEPARTMENT :	N/A
REPORTS TO:	Faculty General Manager	CURRENT OCCUPANT:	New role
WRITTEN BY:	Mark Ellis/Lisa Yen	DATE:	15 February 2007
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A JOB PURPOSE

- To provide efficient research grants administration support within the Faculty
- To provide general administrative support to the Research Manager and the Associate Dean Research

B MAJOR RESPONSIBILITIES

- Administration of application processes for internal and external grant schemes
- Administer post-award processing of research grants including progress reports, final report and variations.
- Updating of web-based and other communications materials
- Coordinate the collection of data on research activity within the Faculty
- Provision of administrative support to the Associate Dean Research and the Research Manager.
- Dealing with queries from researchers.
- Assist with submissions to external grant funding agencies.
- Maintenance of CRO files, archiving and storage of hardcopy applications.
- To provide general administrative support to the Research Manager and the Associate Dean Research.
- Liaison with other teams within the Research Office and the wider University.
- General office administration.

Other

- Any other duties within the staff member's level of competence as required.

C DELEGATIONS

- None.

D REPORTING RELATIONSHIPS AND SUBORDINATES

- Reports to the Research Manager
- Occasional supervision of casual administrative staff.

E SUPERVISION AND INDEPENDENCE

- Direction is provided on the assignments to be undertaken, with the occupant determining the appropriate use of established methods, tasks and sequences.
- Will use theoretical and technical knowledge to interpret procedures.
- There is some scope to determine an approach in the absence of established procedures or detailed instructions, but guidance is readily available.
- May supervise casual staff during peak periods.
- Will have some responsibility for the day to day operation of a discrete area of work, including setting priorities, meeting service standards and assisting with the monitoring and review of systems.
- Performance is checked by assignment completion.

F RECOURSE TO HIGHER LEVEL OR OTHER AREAS OF THE UNIVERSITY

- Research Manager
- Faculty General Manager

G JUDGEMENT AND PROBLEM SOLVING

- Interpretation of university and faculty policies.
- Dealing with sensitive and sometimes confidential information.

H ORGANISATIONAL RELATIONSHIPS AND IMPACT

- Reports to the Research Manager.
- Liaises and coordinates with staff in sub-Faculty units and in the Research Office.

I SELECTION CRITERIA

Essential

- Knowledge of the higher education sector and grant administration.
- Administrative experience at an equivalent level of responsibility.
- Excellent written and oral communication skills.
- Excellent personal organisational and time-management skills.
- Attention to detail.
- Ability to prioritise and meet tight deadlines.
- Excellent interpersonal skills and ability to work in a small team.
- Ability to be self-motivated and to demonstrate initiative
- Proficiency in the use of MS Word and Excel.

Desirable (if required)

- Experience with the use of databases.
- A working knowledge of the University structure, its Divisions and Departments.

Governance, Management and Reporting ADR – ADR M – Research Manager A – Research Admin Support							Appendix D
Within the Faculty	Action By			RO	Office of DVCR	Finance	
Research Governance							
Faculty Research Committees and secretariat support	ADR	M		RMC secretariat support	RSPC secretariat support		
Policy development and implementation	ADR	M		Policy implementation	Policy development		
Research Ethics Advisors				Ethics Committees, Ethics Secretariat Animal Welfare Officer			
MQ Strategic Planning							
Faculty and Dept Research Strategic Planning	ADR	M			MQ Research Strategic Planning		
Monitoring and reporting research performance	ADR	M	A	Support for reporting mechanisms			
Benchmarking	ADR	M		Benchmarking			
Financial Management							
Budget for Division Research Function		M				Provision/support of budgeting and financial reporting functionality	
Manage Research budgets		M	A			Tools and guidelines for managing Research Budgets	
Risk management							
Local management of risks	ADR			Risk management framework Policies and guidelines	Policy development		
Quality Improvement							
Monitoring and reviewing policies, processes and outcomes	ADR	M		Monitoring and reviewing policies, processes and outcomes	Monitoring and reviewing policies, processes and outcomes		
Development of best practice	ADR	M		Development of best practice			
Identifying and tracking performance measures	ADR	M		Identifying and tracking performance measures			
Publications collection							
Publications input (to IRIS)			A	Provision/support of IRIS functionality	Audit policy		
Publications verification (in IRIS)			A				
Coordination of processes, compilation and submission of paperwork			A	Training			
Support to researchers		M	A	Overall coordination Audit as directed by DVCR			
Special Projects eg RQF, AUQA							
Coordination, provision of data/material and support	ADR	M	A		Project planning including resources, communication, coordination of Office functions		
Research systems							
				Provision/support of Distributor, IRIS and other research admin systems			

Research Development and Funding ADR – ADR, M – Research Manager, A – Research Admin Support						
	Action By			RO	Office of DVCR	Finance
Identifying and developing opportunities						
Activities to identify and develop new opportunities eg industry partnerships		M		Subscription to funding databases Training on funding databases Activities to identify new opportunities	Development of MQ schemes and initiatives	
Communication of opportunities		M	A	Communication of opportunities to faculties		
Applying for external funds						
Support for budget development		M		Maintenance of checklists		Standard costs and templates
Budget checking		M		Final checks (where required by DVCR)		Guidelines for budget management. Budget checking (where required)
Grant writing support, including feedback, coordination of mentors/readers.	ADR	M	A	Submission of applications including notification of outcomes		Tools and support for budgeting
Eligibility checks		M	A	Briefing sessions ahead of grant rounds Interpretation of scheme guidelines Eligibility checks prior to DVCR sign-off		Checking of budgets prior to DVCR approval Training and support of faculty budgeting support staff
Submission (Dean sign-off) cc. RO Submission of Application		M	A	Database update		
Submission to RO (DVCR sign-off)		M	A	Database update. Obtaining sign off from DVCR submitting application	Pre-approval for high value schemes (eg, FF, LIEF)	
Sign-off authority (applications)						
Sign-off devolved to Dean where possible (including budget approval)				Higher value and risk applications, and those requiring central financial support		
Contracts						
Management of contractual commitments	ADR	M	A	Negotiation and signing of contracts Approvals to raise invoices Maintenance of contracts register		Financial administration
Post Award Grant management						
Approval of reworked/scaled budgets		M		Guidelines for budget management		Preparation of financial and audited statements
Approval of budget variations		M		External requests for variation to funding agreement		
Local project management support		M				
Budget monitoring and control		M	A			
Tracking of contractual commitments		M	A			
Review & sign-off annual & final reports		M	A	Submission of annual/final reports Training seminars	Sign-off by DVCR	Carry-forwards/end of year reports
MQ Funding, Dept and Faculty schemes						
Devolved funding schemes (e.g. MQSN)	ADR	M	A	Scheme funding rules and forms		
Identifying and developing opportunities continued						
Local grant schemes – funding rules, forms, checklists, processing, budget development support, writing support		M	A	Fellowship schemes Central schemes (e.g. RIBG) Coordination of assessment		
Induction and research support						
Local research induction programs.	ADR	M		Co-ordinate the portfolio of training courses.	Central staff induction program	
Provision of support services e.g. for development of individual research plans, project development, writing groups (journal, thesis) and workshops, respond to needs of researchers, coordination of research assistance	ADR	M		Contribute to content of training e.g. induction program		

Appendix E

Proposed Research Governance Structure

