

RM COMP LEARNING OBJECTIVES FOR THE EARMA ACADEMY

RM1 AND RM2

EARMA

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PUBLISHED MODULES



RM1 MODULE 2: Funding landscape and Proposal Development

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Strategic planning	• Understands the fundamental principles of strategic planning and its contribution to the success of a research project. • Understands how research project objectives align with organisational strategy. • Basic understanding of the strategic role of stakeholders both internal and external to the organisation.	• Is able to conduct basic strategic planning analyses utilising tools such as SWOT analysis.
Decision making	• Understands the basic principle of monitoring decisions and their outcomes.	• Understands fundamental risk assessment principles to consider potential outcomes of decisions.
Stress management		• Perseveres and moves forward in stressful and pressed situations with limited assistance.
Prioritisation, Time Management and Multitasking		• Identifies tasks and prioritise them in order to develop an individual schedule and perform the work efficiently.
Adaptability and Professional Flexibility		• Identifies potential risks associated with change and developing mitigation strategies and is able to ask for clarification during transitions or seek out additional information or resources.
Reliability and trustfulness		• Maintains consistent and thorough documentation of processes, decisions, and communications.
Technical proficiency		
Data & statistical analysis		• Able to create simple data visualizations, including bar charts, histograms, and scatter plots.
Research project oversight		
Research project Management	• Grasps foundational concepts and principles of project management within a research context. • Understands the basics of initiating a research project, including defining objectives, scope, and stakeholders.	• Develops basic skills in creating project timelines and managing research project tasks. • Demonstrates foundational communication skills for project updates, coordination and dissemination.

Managing research project deliverables		• Basic understanding of the project's objectives and how they align with broader research goals.
Monitoring and Evaluation Frameworks and Indicators		• Develops foundational skills in creating basic indicators that align with research project goals.
Establishing research project plans	• Understands the foundational concepts of project planning, including its importance in research. • Develops a simple work breakdown structure to outline project tasks.	• Assists with defining the scope and objectives of a research project at a basic level. • Identifies basic resources required for a research project.
Stakeholder engagement		
Engagement with key stakeholders	• Understands fundamental concepts of stakeholder engagement and its importance to the research ecosystem.	• Develops skills in identifying and mapping key stakeholders.
Line management and team development		
Coaching skills		• Provides constructive feedback to facilitate peer growth.
Research Talent Identification and Development		• Develops skills to assess the potential of individual researchers.
Communication		
Building and Maintaining Relationships with Research Funders, Partners, or other Stakeholders	• Demonstrates basic understanding of the importance of key stakeholders in research, including funders and partners. • Understands the research landscape inclusive of funding and collaborations.	• Is able to clearly convey research agendas and results.
Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)	• Understands the importance of writing clear and compelling narratives to disseminate research to various audiences.	• Can present research results effectively and coherently to funders and other stakeholders. • Has an awareness of guidelines and standards for various types of reports. • Presents compelling research narratives to diverse audiences.
Subject matter expertise/specialised knowledge		

Pre-award	• Demonstrates a basic understanding of the research landscape and ecosystem as well as understands the foundational aspects of regulatory and funder compliance related to research proposals and grant applications.	• Comprehends the main components of the research proposal. i.e. including the research statement, objectives, and budget and is familiar with online and e-platforms used for the submission of research proposals. • Handles efficiently the basic administrative tasks related to the development and submission of research proposal and maintains the documentation in an accurate manner. • Adheres basic communication skills for interacting with researchers, stakeholders and team members. • Is familiar with the financial requirements of funding programmes. including the main budget lines and eligibility of costs.
Post-award	• Demonstrates a basic understanding of the processes involved in research management, including planning, execution, monitoring and closing.	• Demonstrates a basic understanding of post-award processes and requirements. understands types of contracts, clauses and implications. • Understands the basics of budgeting and financial management for research projects and is able to document project costs.
Research finance	• Understands basic types of research funding sources and their implications for financial management. • Comprehends foundational financial compliance requirements related to research grants and projects.	• Grasps foundational concepts in finance, including budgeting, financial statements, and cost accounting. • Develops basic skills in financial documentation and record-keeping for research projects.

RM1 MODULE 3: Research Ethics and Integrity

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Reliability and trustfulness	• Understands the basic elements of building trust, such as reliability, openness, and consistency. • Is familiar with ethical standards and guidelines in management, including honesty, integrity, and transparency.	
Technical proficiency		
Artificial Intelligence	• Recognizes ethical concerns related to AI use in research.	
Stakeholder engagement		
Handling Difficult Conversations and Partnerships		• Communicates respectfully and ethically through all forms of communication.
Communication		
Designing and Implementing Research Communication Plans	• Has an overall awareness of ethical considerations in research communication.	
Media Liaison and Associated Activities		• Communicates respectfully and ethically through all forms of communication.
Subject matter expertise/specialised knowledge		
Managing Equality, Diversity and Inclusion (Including Gender, Disability and Racism)		• Understands foundational concepts related to equality, diversity, and inclusion (EDI), including key terms and definitions. • Recognises and acknowledges personal biases and stereotypes and understands their potential impact on workplace dynamics. • Gains awareness of relevant laws and policies related to equality, diversity, and inclusion in the workplace. • Develops basic communication skills that promote inclusivity and avoid unintentional biases.

Data Stewardship		• Is aware of the policy and legislative landscape in relation to research data. (data protection. HRR. FOI. FAIR. CARE. IP. copyright. licensing).
Knowledge Valorisation (Technology Transfer)		• Understands the basics of intellectual property (IP) rights. including patents. copyrights. and trademarks. • Gains awareness of legal and regulatory frameworks related to knowledge valorisation activities.
Clinical Research Management	• Understands basic ethical considerations in clinical research. including the importance of informed consent and protecting participant confidentiality.	• Develops foundational skills in maintaining accurate and organised study documentation, such as participant records and regulatory submissions.
Research Ethics and Integrity	• Understands the basic principles of research ethics and educates oneself to prevent forms of research misconduct, including plagiarism and fabrication of data. • Grasps the importance of honesty, transparency, and confidentiality in research practices.	• Upholds integrity in data collection and analysis. and adheres to established ethical guidelines in research practices. • Fosters a commitment to responsible conduct throughout the research process.
Research. Strategy and Policy Development	• Is aware of the key indicators relevant for the monitoring and evaluation of the research and/or knowledge valorisation policy and strategy. • Understands the fundamental concepts and purposes of research assessment. including basic assessment methods and metrics.	• Contributes the development and implementation of the institutional research and/or knowledge valorisation policy and strategy

RM1 MODULE 5: Communication and Stakeholder Engagement

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Cultural Sensitivity	• Basic understanding of the importance of cultural sensitivity in diverse research environments.	• Has a fundamental awareness of cultural differences. customs and traditions. • Communicates respectfully through all forms of communication. • Exhibits understanding towards individuals from different cultural backgrounds.
Conflict Management		• Identifies positive and negative conflicts, learns and practices the • skills necessary to uncover with conflict. • Understands the key questioning and listening skills needed to conduct high quality conversations with members of their team. • Assesses a range of responses to conflict situations and understand the importance of early intervention.
Stakeholder engagement		
Research Outreach	• Demonstrates knowledge of the foundational concepts of research outreach and its significance in dissemination. • Can identify and understand needs • of target audiences for research • outreach. • Familiarises oneself with basic outreach channels, including social media, presentations, and written materials.	• Implements basic oral and written communication skills for engaging with diverse audiences.
Academic Community Relationship Collaboration	• Understands the importance of collaboration within academic and community contexts. • Develops an awareness of basic academic community needs and challenges through initial engagement.	• Exhibits communication skills for engaging with academic peers and community stakeholders. • Establishes foundational relationships with academic and community partners. recognising mutual interests.
Community Engagement with Research	• Understands the foundational concepts of community engagement in the context of research. • Understands the potential impact of research on communities and vice versa.	• Exhibits the communication skills for engaging with various communities about research. • Employs and practices cultural sensitivity when engaging with diverse community groups.

Engagement with Key Stakeholders	• Understands fundamental concepts of stakeholder engagement and its importance to the research ecosystem. • Develops skills in identifying and mapping key stakeholders. • Understands basic principles of effective communication with stakeholders. • Develops an awareness of the interests and concerns of different stakeholder groups.	
Building Trust within Relevant Research and Strategic Partnerships	• Demonstrates a basic understanding of the importance of trust in professional relationships with key stakeholders in research, including strategic partners. • Shows awareness of the importance of reliability and consistency in partnerships. • Understands the research landscape and the importance of effective communication.	• Shows promise in ability to network and build positive professional relationships.
Diplomacy, Negotiation, and Mediation Skills		• Has foundational concepts of diplomacy, negotiation, and mediation. • Has foundational communication skills for effective interaction in diplomatic and negotiation settings. • Has an awareness of conflicts and the need for mediation in various contexts. • Understands basic principles of active listening as a skill in negotiations.
Handling Difficult Conversations and Partnerships		• Demonstrates a basic understanding of the importance of having structured difficult conversations and their importance to partnerships. • Adapts communication skills for navigating difficult conversations. • Communicates respectfully and ethically through all forms of communication. • Demonstrates evidence of emotional intelligence when managing difficult conversations.
Business and Commercial Liaison Management	• Understands the importance of business and commercial liaison within the research agenda.	• Develops communication skills for effective collaboration with business partners. • Understands basic principles of negotiation for business-related interactions. • Gains proficiency in identifying and establishing initial connections with commercial partners, understanding basic contractual considerations, and participating in introductory discussions.
Communication		

Building and Maintaining Relationships with Research Funders, Partners, or other Stakeholders	• Demonstrates basic understanding of the importance of key stakeholders in research, including funders and partners. • Understands the research landscape inclusive of funding and collaborations.	• Shows promise in ability to network and initiate and sustain professional relationships. • Is able to clearly convey research agendas and results.
Designing and Implementing Research Communication Plans	• Understands the importance of communicating research. • Can identify target audiences for research communication. • Shows awareness of basic communication channels, including traditional and digital media.	• Has an overall awareness of ethical considerations in research communication.
Media Liaison and Associated Activities	• Demonstrates a basic understanding of the importance of liaising with the media and its role in disseminating research results. • Has a good grasp of the basic principles of effective research communication with media representatives.	• Demonstrates an understanding and awareness of the online and offline media landscape. • Communicates respectfully and ethically through all forms of communication.
Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)	• Understands the importance of writing clear and compelling narratives to disseminate research to various audiences.	• Can present research results effectively and coherently to funders and other stakeholders. • Has an awareness of guidelines and standards for various types of reports. • Presents compelling research narratives to diverse audiences.
Social Media Engagement	• Understands the importance of utilising different social media platforms.	• Creates and manages social media profiles for the research project. • Demonstrates ability to identify, understand and target specific audiences on social media. • Demonstrates ability to identify, understand and target specific audiences on social media.
Subject matter expertise/specialised knowledge		
Managing Equality, Diversity and Inclusion (Including Gender, Disability and Racism)		• Develops basic communication skills that promote inclusivity and avoid unintentional biases.

RM1 MODULE 6: Artificial Intelligence in Research Management and Administration

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Critical Thinking	• Understands the importance of critical thinking and its significance in decision making.	• Can analyse information and identify key components and issues. • Is aware of challenges surrounding personal and cognitive biases in critical thinking. • Demonstrates foundational proficiency in critical thinking by analyzing information, identifying logical connections, and making well-reasoned decisions.
Decision Making	• Understands fundamental risk assessment principles to consider potential outcomes of decisions. • Understands the basic principle of monitoring decisions and their outcomes.	• Exhibits basic skills in gathering relevant information to inform decision-making.
Reliability and Trustfulness	• Understands the basic elements of building trust, such as reliability, openness, and consistency. • Is familiar with ethical standards and guidelines in management, including honesty, integrity, and transparency.	• Maintains consistent and thorough documentation of processes, decisions, and communications.
Technical proficiency		
Research Data Collection and Collation		• Recognises the importance of data quality and applies basic data validation and cleaning techniques.
IT for Research Activities		• Conducts basic internet research to gather information relevant to research topics.
Artificial Intelligence	• Understands what AI is and its basic applications in research • Recognizes ethical concerns related to AI use in research. • Demonstrates a willingness to learn about AI and its integration into research workflows.	• Knows about basic AI tools and how they can be used in research.
Subject matter expertise/specialised knowledge		
Post-Award		• Handles administrative tasks efficiently related to research project management and maintains accurate and organized

		documentation of project activities and milestones, is able to contribute to progress and final reporting.
Data Stewardship		• Is aware of the policy and legislative landscape in relation to research data. (data protection, HRR, FOI. FAIR. CARE, IP, copyright, licensing). • Recognises basic principles of data quality and the impact of poor data quality on outcomes.
Knowledge Valorisation (Technology Transfer)		• Understands the basics of intellectual property (IP) rights, including patents. copyrights, and trademarks.
Research Ethics and Integrity	• Understands the basic principles of research ethics and educates oneself to prevent forms of research misconduct, including plagiarism and fabrication of data. • Grasps the importance of honesty, transparency, and confidentiality in research practices.	• Upholds integrity in data collection and analysis, and adheres to established ethical guidelines in research practices. • Fosters a commitment to responsible conduct throughout the research process.

RM2 MODULE 2: Funding Landscape and Proposal Development

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Strategic Planning	• Ensures that the research project is aligned to organisational strategy and goals.	• Is able to identify trends and threats within the research endeavour.
Stress Management	• Endures setbacks and failures.	
Research project oversight		
Research project Management		• Develops and refines project plans, including detailed task lists, resource allocation, and risk assessment. • Administers project budgets, including tracking expenses, forecasting, and financial reporting.
Monitoring and Evaluation Frameworks and Indicators		• Selects and refines indicators based on relevance, feasibility, and measurability. • Participates in the implementation of M&E governance frameworks and policies.
Establishing research project plans	• Can create a realistic project timeline, including milestones and deadlines.	• Can develop a detailed and comprehensive project scope, considering all relevant aspects. • Allocates resources effectively, considering personnel, equipment, travel and budget constraints. • Using a portfolio of competencies, identifies and documents potential risks that may impact the project.
Line management and team development		
Team Building		• Clarifies roles and responsibilities within the research team for better coordination. • Implements communication strategies to enable and foster collaboration within the research team.
Coaching Skills		• Understands and applies coaching models and frameworks e.g., GROW model.

	• Develops the ability to conduct insightful assessments of individuals' strengths and areas for growth, providing constructive feedback and guidance.
Communication	
Building and Maintaining Relationships with Research Funders, Partners, or other Stakeholders	• Provides evidence of skills in strategically engaging with research funders, partners, and stakeholders. • Cultivates meaningful partnerships with organisations and funders aligned with research goals. • Coherently conveys complex and nuanced research policy/ prioritisation/trends etc.
Subject matter expertise/specialised knowledge	
Pre-award	• Analysis regularly research funding opportunities, is aware of the current calls and disseminates information to relevant researchers and research groups. • Has in-depth knowledge of the grant application, can advise on its own or knows, who should be contacted for specific expertise. • Facilitates and assesses the development of grant proposals which could include identifying research team members, preparing the budget, writing and reviewing text. • Engages with stakeholders to gather necessary information and facilitate for the proposal. • Is able to proactively facilitate the preparation of the budget of the grant proposal at partner levels and manages complex budgets.
Post-Award	• Develops detailed research project plans, including tasks' timelines, milestones, and deliverables and manages resources efficiently to meet project objectives. • Demonstrates ability to liaise with colleagues from other units in the management of research awards and interact efficiently with team members, consortium partners, stakeholders. • Ensures compliance with financial requirements of funding programmes and manages detailed project budgets, including forecasting and financial reporting.
Research Finance	• Manages research project budgets, considering both direct and indirect costs. • Generates and interprets financial reports for research projects, ensuring accuracy and compliance.

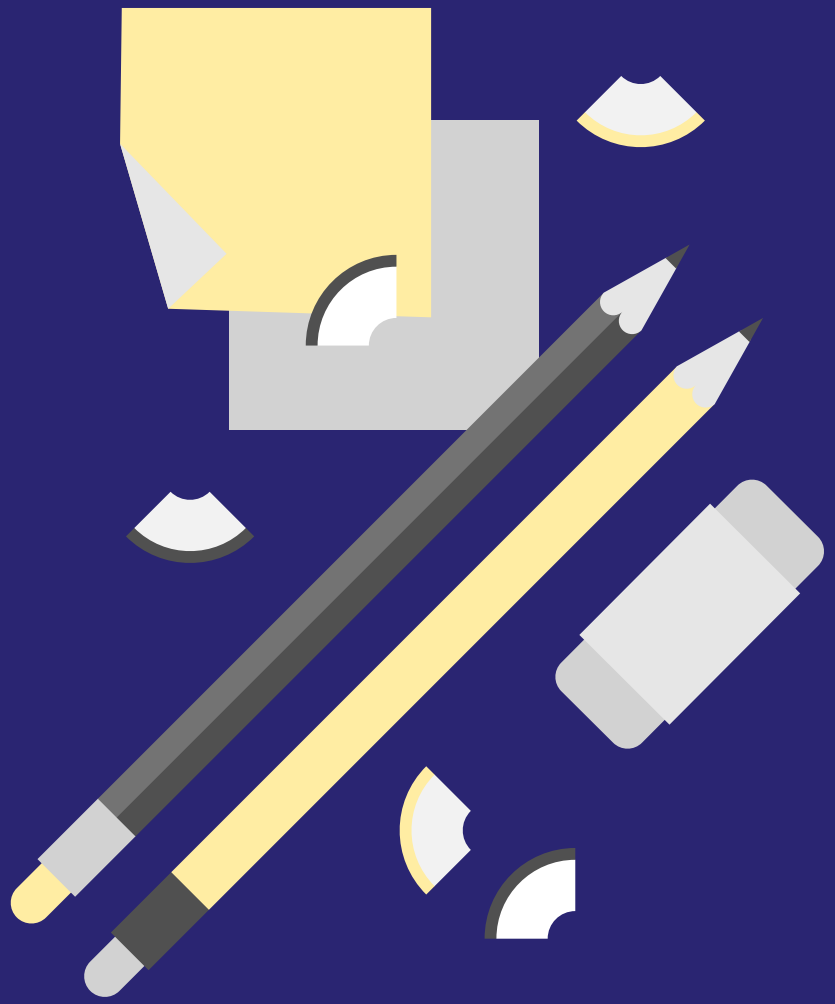
- Contributes to budget development for grant proposals, aligning financial plans with project goals.
- Understands the financial aspects of partners and collaborations within research projects.

RM2 MODULE 3: Research Ethics and Integrity

RM Comp Competency	Learning outcomes fully covered in the online modules	Not covered/partially covered learning outcomes
Cognitive abilities/personal attributes		
Strategic Planning		• Is able to identify trends and threats within the research endeavour.
Conflict Management		• Learns and practices the skills necessary to deal with conflict.
Reliability and Trustfulness	• Identifies behaviours that build trust or mistrust.	• Developing trustful relations with colleagues.
Technical proficiency		
Research Data Collection and Collation	• Is aware of data management policies at organisational, national and international level (i.e. GDPR).	• Develops structured instruments for data collection, such as surveys and questionnaires.
Research project oversight		
Research project Management	• Administers quality assurance processes to ensure the integrity and reliability of research project outcomes.	
Stakeholder engagement		
Building Trust within Relevant Research and Strategic Partnerships	• Understands the importance of open and transparent communication to build trust.	
Handling Difficult Conversations and Partnerships		• Anticipates and prepares ahead of time for challenging discussions with members of the research team. • Employs conflict resolution techniques to navigate challenges. • Escalates to conflict resolution procedures and policy when needed.
Line management and team development		
Coaching Skills	• Uses effective questioning techniques to guide employee reflection.	
Communication		

Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)		• Uses citation and referencing techniques for accuracy and credibility.
Subject matter expertise/specialised knowledge		
Managing Equality, Diversity and Inclusion (Including Gender, Disability and Racism)		• Enhances cultural competence, understanding and appreciating • differences in backgrounds, experiences, and perspectives. • Able to apply comprehensive practices to foster a more inclusive and respectful workplace environment. • Exhibits the ability to analyze and assess diversity-related challenges and propose inclusive solutions.
Data Stewardship	• Understands the research data lifecycle and what RDM measures are taken at different stages of research. Contribute to the development of a Data Management Plan.	• Applies or outlines compliance requirement with legislation and policy across a unit or project.
Clinical Research Management		• Exhibits a nuanced understanding of regulatory requirements, ensuring that all aspects of clinical research adhere to relevant guidelines and standards. • Demonstrates proficiency in coordinating multiple aspects of clinical trials, including participant recruitment, data collection, and study timelines. • Able to provide guidance in the day-to-day management of clinical studies.
Research Ethics and Integrity	• Understand issues related to authorship, intellectual property, and publication ethics, including proper citation practices. • Can apply ethical principles to diverse research scenarios.	• Can identify and manage conflicts of interest that may arise in the course of research activities. • Implements practices for secure data management and storage, ensuring the confidentiality and integrity of research data.
Research, Strategy and Policy Development		• Ensures that the institution is meeting its legal and quality assurance obligations. • Executes detailed research assessment plans, ensuring they align with organisational goals and utilize appropriate metrics and methodologies.

MODULES UNDER DEVELOPMENT



RM1 MODULE 4: Open Science and Research Data Management

RM Comp Competency	Learning outcomes expected to be fully covered in the online modules	Learning outcomes expected to be covered partially or not covered
Cognitive abilities/personal attributes		
Critical Thinking		• Can analyse information and identify key components and issues.
Reliability and Trustfulness	• Understands the basic elements of building trust, such as reliability, openness, and consistency. • Is familiar with ethical standards and guidelines in management, including honesty, integrity, and transparency.	
Technical proficiency		
Research Data Collection and Collation		• Understands and applies basic data collection techniques such as surveys, interviews, and observations. • Demonstrates proficiency in accurately entering data into spreadsheets or databases. • Understands basic statistical concepts to describe and summarise data. • Recognises the importance of data quality and applies basic data validation and cleaning techniques.
Data and Statistical Analysis		• Understands basic concepts related to data, variables, and datasets. • Computes and interprets basic descriptive statistics, such as mean, median, mode, and standard deviation. • Able to create simple data visualizations, including bar charts, histograms, and scatter plots. • Is eager to learn and engage with methods of data and statistical analysis.
IT for Research Activities		• Demonstrates basic computer literacy, including proficiency in operating systems, file management, and software installation. • Inputs and manages research data using spreadsheets or basic database applications.

Research project oversight		
Monitoring and Evaluation Frameworks and Indicators		• Understands basic methods for data collection relevant to monitoring and evaluation.
Stakeholder engagement		
Academic Community Relationship Collaboration	• Understands the importance of collaboration within academic and community contexts.	• Exhibits communication skills for engaging with academic peers and community stakeholders.
Community Engagement with Research	• Understands the foundational concepts of community engagement in the context of research. • Understands the potential impact of research on communities and vice versa.	• Exhibits the communication skills for engaging with various communities about research. • Employs and practices cultural sensitivity when engaging with diverse community groups.
Building Trust within Relevant Research and Strategic Partnerships	• Demonstrates a basic understanding of the importance of trust in professional relationships with key stakeholders in research. including strategic partners.	
Communication		
Designing and Implementing Research Communication Plans	• Understands the importance of communicating research. • Shows awareness of basic communication channels. including traditional and digital media. • Has an overall awareness of ethical considerations in research communication.	
Subject matter expertise/specialised knowledge		
Managing Equality. Diversity and Inclusion (Including Gender. Disability and Racism)		• Understands foundational concepts related to equality. diversity. and inclusion (EDI). including key terms and definitions.
Data Stewardship	• Can define Research Data Management (RDM) and describe its relevant and benefits. Is familiar with data management plans. • Understands basic data compliance requirements and their implications for stewardship.	• Is aware of the policy and legislative landscape in relation to research data. (data protection. HRR. FOI. FAIR. CARE. IP. copyright. licensing). • Recognises basic principles of data quality and the impact of poor data quality on outcomes.
Knowledge Valorisation (Technology Transfer)		• Understands the basics of intellectual property (IP) rights. including patents. copyrights. and trademarks.

Clinical Research Management		• Develops foundational skills in maintaining accurate and organised study documentation, such as participant records and regulatory submissions.
Research Ethics and Integrity	• Grasps the importance of honesty, transparency, and confidentiality in research practices.	• Upholds integrity in data collection and analysis, and adheres to established ethical guidelines in research practices.

RM2 MODULE 4: Open Science and Research Data Management

RM Comp Competency	Learning outcomes expected to be fully covered in the online modules	Learning outcomes expected to be covered partially or not covered
Technical proficiency		
Research Data Collection and Collation	• Is aware of data management policies at organisational, national and international level (i.e. GDPR).	• Develops structured instruments for data collection, such as surveys and questionnaires. • Effectively manages and organises data using databases, ensuring data integrity and security. • Applies coding schemes and other tools to categorise and organise qualitative data.
Data and Statistical Analysis		• Conducts and interprets simple linear regression analysis. • Utilises statistical software (e.g., R, Python, SPSS) to perform analyses and generate reports. • Able to apply basic multivariate analysis techniques, such as multiple regression or factor analysis. • Understands and designs basic experimental and observational study designs.
IT for Research Activities		• Utilises specialised research software or data analysis, statistical calculations, and visualisation. • Designs and manages databases for organising and storing research data. • Develops proficiency in a programming language (e.g., Python, R) for automation and data manipulation. • Uses bibliographic management tools for literature review and citation management.
Research project oversight		
Monitoring and Evaluation Frameworks and Indicators		• Develops plans for systematic data collection, considering methods, frequency, and responsible parties. • Implements agreed quality assurance measures to ensure the reliability and validity of collected data.
Stakeholder engagement		

Community Engagement with Research		• Develops coherent plans for community engagement in research and research projects. • Identifies develops links. and engages with diverse stakeholders within communities for research collaboration. • Establishes feedback mechanisms and channels for community input into research design and implementation. • Contributes to efforts to build community capacity for research participation.
Building Trust within Relevant Research and Strategic Partnerships	• Understands the importance of open and transparent communication to build trust.	
Communication		
Designing and Implementing Research Communication Plans		• Crafts strategic communication plans aligned with research objectives. • Uses traditional and digital media to amplify research messages.
Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)		• Uses data analysis skills for meaningful data presentation within reports and narratives.
Subject matter expertise/specialised knowledge		
Data Stewardship	• Understands the research data lifecycle and what RDM measures are taken at different stages of research. Contribute to the development of a Data Management Plan. • Applies or outlines compliance requirement with legislation and policy across a unit or project.	• Ability to run reports and capture metrics using available dashboards and data sources. • Able to describe how to identify data quality and how to implement quality control methods such as reproducible workflows.
Research Ethics and Integrity	• Understand issues related to authorship. intellectual property, and publication ethics. including proper citation practices.	• Implements practices for secure data management and storage. ensuring the confidentiality and integrity of research data.
Research. Strategy and Policy Development		• Collects and examines data for research management intelligence. conducts analysis to evaluate the effectiveness and impact of existing research and/or knowledge valorisation policies and strategies.

RM2 MODULE 5: Communication and Stakeholder Engagement

RM Comp Competency	Learning outcomes expected to be fully covered in the online modules	Learning outcomes expected to be covered partially or not covered
Cognitive abilities/personal attributes		
Cultural Sensitivity	• Exhibits cultural intelligence and awareness whilst working with diverse research teams and/or other teams.	• Plans and delivers effective cross-cultural communication in all interactions with collaborators, partners, and team. • Demonstrates the ability to navigate and communicate effectively in diverse cultural contexts, displaying awareness, respect, and adaptability towards varying cultural norms and practices.
Stakeholder engagement		
Research Outreach	• Plans and coordinates intermediate level research outreach events, such as workshops, webinars, or seminars.	• Develops skills in tailoring communication messages to different audiences, considering their interests, knowledge levels and backgrounds. • Engages with multiple media channels for dissemination of research findings. • Uses online platforms effectively for outreach, e.g. blogs, podcasts, and web content.
Academic Community Relationship Collaboration	• Liaises with relevant research associations, also attends conferences and networking events.	• Initiates collaborative programs that align with academic and community goals. • Engages with diverse stakeholders, including academic faculty, students, and community leaders, in collaborative projects. • Using a portfolio of competencies, develops a productive relationship with the academic community.
Community Engagement with Research		• Develops coherent plans for community engagement in research and research projects. • Identifies develops links, and engages with diverse stakeholders within communities for research collaboration. • Establishes feedback mechanisms and channels for community input into research design and implementation. • Contributes to efforts to build community capacity for research participation.

Engagement with Key Stakeholders	• Develops skills in strategic stakeholder mapping. considering power dynamics and influence.	• Works to foster collaborative decisionmaking processes involving key stakeholders. • Can negotiate with and address the interests of a multitude of stakeholders. • Applies conflict resolution skills to address issues that may arise during stakeholder engagement.
Building Trust within Relevant Research and Strategic Partnerships	• Understands the importance of open and transparent communication to build trust.	• Demonstrates the ability to identify strategic partnerships that align with organisational and research goals. • Cultivates meaningful partnerships with organisations and funders aligned with research goals and outcomes. • Coherently conveys mutual benefits of a proposed partnership.
Diplomacy, Negotiation. and Mediation Skills		• Is skilled in planning and executing tactful communication strategies within research teams. • Utilises a variety of negotiation techniques with ability to compromise. • Uses mediation processes and techniques. • Exhibits cultural sensitivity for effective diplomacy in diverse settings.
Handling Difficult Conversations and Partnerships		• Anticipates and prepares ahead of time for challenging discussions with members of the research team. • Employs conflict resolution techniques to navigate challenges. • Negotiates to find common ground in addressing conflict, managing expectations and seeking resolutions. • Escalates to conflict resolution procedures and policy when needed.
Business and Commercial Liaison Management		• Demonstrates proficiency in planning and structuring strategic business partnerships. • Engages in cross-functional collaboration to align business and research goals effectively. • Employs negotiation techniques for navigating complex business and research interactions.
Communication		
Building and Maintaining Relationships with Research Funders, Partners. or other Stakeholders		• Provides evidence of skills in strategically engaging with research funders, partners, and stakeholders. • Cultivates meaningful partnerships with organisations and funders aligned with research goals. • Discusses and negotiates agreements with stakeholders.

		• Coherently conveys complex and nuanced research policy/ prioritisation/trends etc.
Designing and Implementing Research Communication Plans	• Considers and uses data visualization techniques for effective communication of research findings.	• Crafts strategic communication plans aligned with research objectives. • Uses traditional and digital media to amplify research messages. • Implements strategies to engage with a multitude of stakeholders.
Media Liaison and Associated Activities		• Crafts strategic approaches for engaging with the media. • Creates and adapts key messages for effective communication with the media. • Engages with a variety of media channels, including print, broadcast, and online. • Able to effectively and accurately respond to media inquiries and requests related to the research.
Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)	• Uses citation and referencing techniques for accuracy and credibility. • Uses data analysis skills for meaningful data presentation within reports and narratives.	• Is able to plan and outline reports quickly and accurately. • Effectively presents complex research project outcomes and narratives to diverse audiences.
Social Media Engagement	• Plans and schedules social media content strategically. • Implements strategies to engage and interact with audiences on social media.	• Uses analytical tools to measure and analyse social media performance. • Maximises social media impact through links and content references in multiple platforms.
Subject matter expertise/specialised knowledge		
Research, Strategy and Policy Development		• Engages with stakeholders to gather input and build consensus on research and/or knowledge valorisation policies.

RM2 MODULE 6: Artificial Intelligence in Research Management and Administration

RM Comp Competency	Learning outcomes expected to be fully covered in the online modules	Learning outcomes expected to be covered partially or not covered
Cognitive abilities/personal attributes		
Critical Thinking		• Evaluates the credibility and relevance of information provided.
Problem solving		• Assesses the effectiveness of any proposed solutions.
Decision Making		• Demonstrates the ability to critically analyse complex situations and information.
Technical proficiency		
Research Data Collection and Collation	• Is aware of data management policies at organisational, national and international level (i.e. GDPR).	
Artificial Intelligence	• Can identify where AI can be helpful in research tasks.	• Can assess different AI technologies for research tasks. • Applies basic AI tools (e.g., data visualization, predictive analytics) to facilitate research management. • Data Interpretation: Understands how to interpret AI-generated insights for decisionmaking.
Subject matter expertise/specialised knowledge		
Post-Award		• Uses information to generate organisational reports including progress updates on the research portfolio.
Research Finance		• Generates and interprets financial reports for research projects, ensuring accuracy and compliance.
Research Ethics and Integrity	• Implements practices for secure data management and storage, ensuring the confidentiality and integrity of research data.	

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