

Overview

This "INORMS RAAAP-3" survey is being conducted as part of an international research project at the request of the International Network of Research Management Societies (INORMS). It follows a first survey undertaken in 2016 (Research Administration As A Profession - RAAAP), funded by the National Council of University Research Administrators (NCURA) and second, RAAAP-2 survey in 2019, sponsored by INORMS. The aim is to provide a snapshot of the profession of research management and administration (RMA) across the globe and to continue the creation of a longitudinal dataset to track changes in our profession over time. For this third iteration of the survey, we are also exploring how people came into the profession. You have been invited to participate because you are a member of at least one professional association involved in or related to INORMS.

The Questions Being Asked

The questions will be about your experience as a research manager and administrator, your first, and your current (or most recent) research support role, how you entered the field, and what you did before, and demographics on your educational background, the country where you work, your age range, ethnicity, and gender identity.

Given the international nature of the survey we have tried where possible to use generic wording rather than be country specific, and to explain what we mean for each question. Where this has not been possible we hope that you will easily be able to interpret the question for your own national context.

Risks and Confidentiality

We believe that the risks associated with this research survey are minimal; however, as with any online related activity the risk of a breach of confidentiality is always possible. All responses are anonymous and we have minimized these risks by enabling SSL encryption and removing collection of IP addresses. When the research is completed, we intend to make the anonymised and aggregated data freely available for others to analyse, and also to publish analyses ourselves.

Data are being collected using the Qualtrics survey tool; you can view their [privacy](#) and [security](#) policies, the platform is also [GDPR](#) compliant. While we do not foresee any adverse effects in completing the survey, it is possible that while reflecting on your career you might recall memories that are unpleasant; we hope this will be minimal.

Voluntary Nature of the Survey and Right to Withdraw

You are being invited to take part in a research survey for research managers and administrators. Whether you take part is up to you. You may begin the survey, then decide to leave the survey at any time. You may leave questions unanswered that you do not wish to respond to. If you do not wish to participate, you may simply exit the survey now, with no penalty to yourself. If you wish to remove the data that you submit, you can do so up until the time that the survey closes, by emailing one of the project team (see below). After the survey closes, you will no longer be able to request the removal of the data that you submit, as we will be anonymising the datasets and we will no longer be able to determine which data were those that you submitted.

Benefits

You may not directly benefit from this research; however, we hope that your participation in the survey will provide greater knowledge on the profession in a number of geographic regions and how it is changing over time. We hope to provide recommendations for further training, professional development, staff recruitment and retention.

Contacts/For More Information

If you have questions about your rights as a research participant, or have concerns about the conduct of this study, please contact [Institutional Review Board \(IRB\) Clemson University <<contact details>>](#)

This survey has been developed by an international team of research managers and administrators and has had ethical approval (Ref xxxxx) from the University of Kent, UK; The George Institute for Global Health (Ref: xxxx); Clemson University (Ref: xxxx); and NOVA FCSH (Ref: xxxx). For more information, go to <https://inorms.net/activities/raap-2022survey/>.

Any questions or concerns should be directed to the principal investigators:

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Should I complete this survey?

The survey is aimed at **Research Managers and Administrators (RMAs)**, no matter who they work for, or in which country.

A research manager and administrator (research manager in some countries, research administrators in others - research support, and research advisors are also common terms) is defined as someone whose role (or a significant part of it) is devoted to support some part of the research lifecycle, including, but not limited to: identifying funding sources and customers, preparing proposals, costing, pricing and submitting funding proposals, drafting, negotiating and accepting contracts, dealing with project finance, employing staff on research contracts, reporting to funders, advising on research impact, knowledge exchange, technology transfer, supporting short courses, postgraduate research student administration, research strategy and policy, research assessment, ethics and governance, information systems, audit, statutory returns, and research office management. It also includes research development and researcher development professionals. Research managers and administrators mostly work in universities and research institutes but many also work in hospitals, charities, government, funding organisations and elsewhere.

Throughout this survey we will use the term **Research Manager and Administrator (RMA)** to encompass a person who undertakes any or all of these tasks as a substantive part of their duties. You must be 18 years of age or older to participate.

Statement of Consent - if you agree with the statement below please click on it.

If you do not consent you will not be able to start the survey.

I have read the above information and feel that I understand the study well enough to make a decision about my involvement. By clicking here, I am agreeing to the terms described above.

During the survey, please do not use your web-browser's forward and backward buttons. Instead, use the "Previous" and "Next" buttons at the bottom of the page to move through the survey.

The survey should take around 15-20 minutes to complete – thank you in advance for your participation.

Please click on the "Next" (Right Arrow) button below to begin.

Part A – About You (as an RMA)

Remember, all questions are optional, but please answer as many as you can before moving on.

Part A – About You as a Research Manager and Administrator

This first section asks you about your experience as a Research Manager and Administrator. Remember that throughout this survey we will use the term Research Manager and Administrator (or RMA) to encompass people who undertake any research support, management, or administrative duties as a substantive part of their role.

1. Approximately how many years in total have you been employed in the field of Research Administration?

[Your choice does not have to be consecutive years and can be full time or part time]

[Please round down, so for example if you have been an RMA for 23 months you should select 1 year, for 24 months select 2 years]

- Never
- Less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6 years
- 7 years
- 8 years
- 9 years
- 10-14 years
- 15-19 years
- 20-24 years
- 25-29 years
- 30-34 years
- 35-39 years
- 40 or more years

2. How would you define your FIRST RMA and your CURRENT RMA role?

FIRST		CURRENT
	Leader – head of office, or responsible for leading strategic function(s)	
	Manager – subordinate to a leader but responsible for a team or functional area	
	Operational – responsible for undertaking specific duties, with no line management	
	Assisting – providing support, perhaps for staff in one of the other categories above	
	Other/Not sure – none of these options seem to fit my role	

2a Please give details [free text]

3. How would you define your FIRST RMA and your CURRENT RMA employment?

FIRST		CURRENT
	Full-time RMA	
	Part-time RMA	
	Full-time, combining RMA and research/academic role	
	Full-time, combining RMA and another (not research/academic) role	
	Part-time, combining RMA and research/academic role	

	Part-time, combining RMA and another (not research/academic) role	
	Self-employed	
	Retired	
	Not sure – none of these options seem to fit my role	

Please give details: [free text]

4. How would you characterise your FIRST RMA and your CURRENT RMA employment contract:

FIRST		CURRENT
	Permanent (an open ended contract of employment with no fixed end date other than retirement)	
	Fixed-term (there is a date where if nothing changes you will no longer be employed)	
	Secondment (after a fixed term “secondment”/project you will return to your previous job)	
	Other [Please give details]	

4a. Please give details: [free text]

5. Select the areas(s) of RMA that you worked in when you FIRST started as an RMA, and now in your CURRENT role

FIRST		CURRENT
	Proposal Development	
	Project Support	
	Translation	
	PGR	
	Policy & Governance	
	MIS/ERA	
	Audit and Compliance	
	Service Delivery	
	Training/Communications	
	Other [please state]	

5a. Please give details: [free text]

Key and example explanations

Proposal Development: funding identification, preparing proposals, budget development, costing, and submission

Project Support: issuing/negotiating contracts and sub-awards, project finance, employing researchers, funder reporting

Translation: research impact, knowledge exchange, business development, technology transfer, spin-outs, short courses

PGR: post graduate (doctoral -[R1 in Europe]) research student administration, postdoctoral affairs

Policy & Governance: research policy, strategy, research assessment, ethics, governance, policy development

MIS/ERA: information systems, electronic research administration, CRISs

Audit and Compliance: audit, statutory returns, compliance monitoring, responding to internal audit and external sponsors

Service Delivery: managing research support service(s), (re)structuring support function

Training/Communications: delivering research development or other training and development activities, keeping information up to date and effectively communicating it to research/academic staff

Other: if you have indicated anything in the "Other [please state]" column please let us know what this is in the "Please give details" text box.

The previous question was particularly important for Europe, this more detailed taxonomy that follows is specifically for Japan and the USA, however, it would be useful if all respondents answered both questions 5 and 6 in order to see if there is a consistent translation.

6. Select the sub-areas(s) of RMA that you worked in when you FIRST started, and that you CURRENTLY work in

[Select all that apply. You can also select the bold headings indicating that you work in all the subareas under it. For example if you work in all 5 subareas of "Pre Award" you only need to select "Pre Award"; however if you only work in a few of the sub-areas, then do not select "Pre Award", only select those sub-areas that you work in]. *There are further explanations of the areas at the bottom of the page.*

FIRST		CURRENT
	Research Development and Policy	
	1. Survey of Science and Technology Policy	
	2. Research Ability Analysis (Institutional Research)	
	3. Planning Research Strategy	
	Pre Award	
	1. Support Research Project Planning	
	2. Collection of Funding Information	
	3. Internal Negotiation for Project Formulation	
	4. External Negotiation	
	5. Support for Application	
	Post Award	
	1. External Adjustment	
	2. Progress Management	
	3. Accounting	
	4. Support for Project Evaluation	
	5. Reporting	
	Other Areas	
	1. Collaboration with Educational Program	
	2. International Collaboration	
	3. University Industry Collaboration	
	4. Intellectual Property	
	5. Institution Branding	
	6. Public Relations	
	7. Event	
	8. Safety	
	9. Compliance	
	Other (Something else entirely)	

6a Please give details [Free text]

Key, and example explanations:

Research Development and Policy - Institutional level support work (rather than project or PI focused) and comprises the following areas:

- 1. Survey of Science and Technology Policy** - Keeping track of the government research policy landscape
- 2. Research Ability Analysis (Institutional Research)** - understanding your own institution's research strengths
- 3. Planning Research Strategy** - Where to put internal resource to meet the institutional research ambitions

Pre Award - Supporting individual Principal Investigators and project proposals and comprises the following areas:

- 1. Support Research Project Planning** - helping faculty to develop research project proposals
- 2. Collection of Funding Information** - identifying funding sources and opportunities
- 3. Internal Negotiation for Project Formulation** - interdepartmental working, institutional sign off processes
- 4. External Negotiation** - contract negotiation and partnership development
- 5. Support for Application** - costing and pricing, partial drafting, submission

Post Award - comprises the following areas:

- 1. External Adjustment** - initial budget setting based on offer/ contract negotiation
- 2. Progress Management** - project management
- 3. Accounting** - post award finance
- 4. Support for project evaluation** - project evaluation and audit support
- 5. Reporting** - internal and external (sponsor) reporting

Other Areas - comprises the following

- 1. Collaborate with educational program** - support for projects or proposals that combine research and education (teaching) elements in a combined program
- 2. International Collaboration** - partnership development and working with foreign research institutions
- 3. University Industry Collaboration** - partnership development and working with industry
- 4. Intellectual Property** - managing and protecting IP, for example patents and licencing
- 5. Institution Branding** - presenting and research finding to promote the institution
- 6. Public Relations** - dealing with third parties to provide information and protect institutional reputation
- 7. Event** - running and participating in research related events
- 8. Safety** - including lab safety
- 9. Compliance** - regulatory compliance, for example human subjects, export controls

Other (something else entirely)

7. Are these areas (in Q5 & Q6) that you CURRENTLY work in reflected in your official job description (on file with your employer)?

- Yes – my job description matches what I do
- Some – I am doing some of these things outside my current job description
- No – all of these things are outside my current job description

7a Please give details [free text]

8. What research subject areas do you currently support (if you support across the whole institution, select all the areas that your institution conducts research in):

Note that some subject areas (for example psychology) could fall into more than one area, tick all that apply.

- Sciences (natural and life sciences such as physics, chemistry, biology, and maths)
- Medicine & Health Sciences
- Engineering (including computing)
- Business
- Social Science
- Humanities
- Arts
- General/All
- Other

8a Please give details [free text]

9. Is your education background aligned to the subject area(s) that you support in?

- Yes - I support research in a subject area that I know about (by education or experience)
- Yes, some – I have education / experience in some area(s) that I support
- Partially – my education / experience is in a related area(s)
- No - my education / experience is in an unrelated area(s)
- Not Applicable – I cover the whole institution, not specific subject areas
- Other [Please give details]

9a Please give details [free text]

10. Do you think it is important to have education / experience in the subject area(s) that you support, in your current role?

- Yes, a lot
- Maybe, a little
- No, I don't think it matters
- I don't know
- Other [Free text]

10a Please give details [free text]

11. How would you characterise your institution, irrespective of size?

If you work at a university, please select one of the first three options, using the appropriate norms for your country to guide your selection.

- University - Predominantly Undergraduate Institution / Primarily Teaching Institution
- University - Research Active
- University - Research Intensive (a “top tier” research university in my country)
- College
- Research Institute
- Research Funder (governmental or non-governmental)
- Private Company
- Hospital
- Charity / NGO
- Other Government Department
- Other [Please specify] [free text]
- Not sure [Free text]

11a Please give details [free text]

12. How would you characterise your institution?

- Public
- Private non profit
- For profit
- Not sure [Free text]

12a Please give details [free text]

13. What part of your organization did you work in in your FIRST RMA role and now in your CURRENT RMA role?

FIRST		CURRENT
	Central office/service or department (e.g. Sponsored Projects Administration)	
	Non-central office/service department (e.g. Grants Office within an academic department/school/college)	
	Academic/research department (e.g. Department of Medicine / School of Social Work / Faculty of Humanities / servicing a number of PIs) possibly on your own	
	None of the above seem to fit my situation [Free text]	

13a Please give details: [free text]

Research Impact and Engagement

- **Research impact**, which is where academic research influences, supports or enables change in wider society. Impact can be most easily summarised as the *'provable benefits of research in the non-academic world'*
- **Engagement**, which is the process of making connections with non-academic stakeholders to inform and apply research. Stakeholders are people, groups, or organisations who may be interested in or benefit from research

About you and your institutional role

14. How much do impact and engagement feature in your research management or administration role within your organisation?

	Yes	No	Don't know
I support impact in my role (eg. helping with impact planning, monitoring impact, delivering impact training)			
I understand what impact is			
My institution has an impact strategy			
I have access to impact training and development opportunities			
I support engagement in my role (eg developing partnerships with non-academics)			
I understand what engagement is			
My institution has an engagement strategy			
I have access to engagement training and development opportunities			

14a. If you would like to provide more information please do so: [free text]

15. Approximately how many research management and administration jobs (according to your official job description and title) in total have you had during the years you were/are employed as an RMA? These could be all at the same institution or for many institutions, so for example if you have worked in two institutions and had one role at the first institution and then two roles at the second institution, that would be a total of three roles.

No. of research administration job roles/titles

- None
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10+
- My history is rather complex

15a . If you would like to provide more information please do so: [free text]

16. Thinking about your Research Management and Administration career, including your current position, approximately how long in years, cumulatively, have you worked in each of these types of institutions [please round down - so 23 months would be 1 year] **NOTE** that you may need to use the *horizontal scroll bar* at the bottom of the matrix to see all of the columns.

	Never	<1	1	2	3	4	5	6	7	8	9	10+
University – Predominantly Undergraduate Institution / Primarily Teaching Institution												
University - Research Active												
University - Research Intensive (a “top tier” research university)												
College												
Research Institute												
Research Funder (governmental and non-governmental)												
Private Company												
Hospital												
Charity												
Other Government Department												
Other [Please specify] [free text]												

16a . If you would like to provide more information please do so: [free text]

17. How did you come to work in research management and administration?

- By choice (it was a career I wanted)
- It was a job I applied for (perhaps of many when you were looking for a job)
- I was moved into it by leadership or supervisor (not by choice).

- Other – [Please give details]

17a. Please give details: [free text]

18. How important were the following factors to move into research management and administration (either by choice or because you applied for the job)

Please indicate on a scale of 1 (not important/relevant) to 5 (really important/relevant) for each of these statements

- It was a profession I was interested in while studying
- It was a profession I felt my skills would be a good match for
- It was a temporary role... but I'm still a research administrator
- A colleague/friend encouraged me to get into the field
- A position was available, so I applied and got the job, even though I did not have any experience
- I was previously an academic/researcher and moved into research administration
- I was previously an administrator and moved into research administration
- I was looking for a job without having to move house
- I wanted to work at this particular University/College/etc
- Other - Reason [Please describe how/why you became a research administrator]

18a. If you would like to provide more information and/or give an "Other Reason" then please do so: [free text]

19. Why have you stayed in research administration?

Please indicate on a scale of 1 (not important/relevant) to 5 (really important/relevant) for each of these statements

- It pays well
- The work is never boring or monotonous
- I see the opportunity for advancement
- No opportunity to change
- Unsuccessful in trying to move into another field
- Job security
- I enjoy the profession, it's fun
- I don't want to change fields at this time
- I like working with faculty / academics
- I like the challenging work
- It's a new profession and I like to help shape it
- Too late to change career now
- I do not intend to stay
- I am looking to change but have not found a new career yet
- Other - Reason – please explain

19a NOT APPLICABLE (I am leaving / have left research administration)

19b. If you would like to provide more information (on why you stayed, or why you are planning on leaving/have left) please do so: [free text]

That is Part A complete, just two more (shorter) parts to go; please click on the "Next" (Arrow Right) button below to move to Part B which asks about background, skills, experience and training.

Part B

Part B – Your background

This middle section asks about your background, please be assured that, as with the whole survey, these data will be kept anonymous and will be used for comparative analysis (e.g. 17% of respondents had bachelor's degrees; or most people over 45 years of age had worked at 3 or more institutions)

Formal Training

20. Thinking about your academic qualifications, we are interested in your **highest attainment BEFORE becoming a research manager and administrator** (and in what subject area), and also your **highest DURING your time as an RMA** (and what subject area). Only include awards earned, not those currently being studied for. If your studies were completed prior to becoming an RMA, but you did not receive your actual award until after, then still put this qualification in the "BEFORE" column.

BEFORE	Level of Academic Qualification Gained	DURING
	Left school with no formal qualifications / No additional qualifications	
	Left school/college with pre-degree qualifications (high school diploma/A level/...)	
	Associates Degree / Foundation Degree	
	Bachelor's degree (for example: BA, BSc, BS)	
	Master's degree (for example: MA, MS, MEng, MEd, MBA)	
	Doctorate degree (for example: PhD, EdD, DBA, DProf)	

BEFORE	Subject Area of Academic Qualification Gained	DURING
	Sciences (natural and life sciences such as physics, chemistry, biology, and math)	
	Medicine & Health Sciences	
	Engineering (including computing)	
	Business	
	Social Science	
	Humanities	
	Arts	
	General/All	
	Other [Please specify below]	

20b. For BEFORE please specify, or please tell us the exact subject (e.g. Chemistry), if you would like [free text]

20e. For DURING please specify, or please tell us the exact subject (e.g. Chemistry), if you would like [free text]

Professional Training:

21. Please select all professional accreditations that you have related to research management and administration. [Please check all that apply]

<input type="checkbox"/>	Australasia - Foundation Level (ARM(F))	<input type="checkbox"/>	US - Certified Research Administrator (CRA)
<input type="checkbox"/>	Australasia - Advanced Level (ARM(A)) [was Professional]	<input type="checkbox"/>	US - Certified Pre-Award Research Administrator (CPRA)
<input type="checkbox"/>	Canada - Certificate in Research Administration (CRA)	<input type="checkbox"/>	US - Certified Financial Research Administrator (CFRA)
<input type="checkbox"/>	Canada - Certificate in Research Management (CRM)	<input type="checkbox"/>	US - Certified IRB Professional (CIP)
<input type="checkbox"/>	Europe - Certificate in Research Administration (CRA)	<input type="checkbox"/>	US - Certified Professional IACUC Administrator (CPIA)

	Europe - Certificate in Research Management (CRM)		Bachelor's degree in Research Administration (academic programme)
	Europe - Certificate in the Leadership of Research Management (CLRM)		Masters in Research Administration (academic programme)
	UK - Certificate in Research Administration (CRA)		Doctorate with an emphasis in Research Administration (academic programme)
	UK - Certificate in Research Management (CRM)		Other [Please give details]
	UK - Certificate in the Leadership of Research Management (CLRM)		NONE – I have no professional accreditation

21a. Please give details [free text]

22. What is your level of agreement with these statements about professional accreditation in research management and administration?

	Strongly disagree	Disagree	Don't know	Agree	Strongly agree
It has made no difference at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It helped me gain promotion / a new job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It helps me do my current job better	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It gives me more confidence in my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It increases my credibility with faculty / academics / researchers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not have a professional accreditation but I think that one would help my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22a. Any other comments about professional certification? [free text]

23. Have you taken professional development classes (separate from your academic courses and professional accreditations listed above) in any of the following? [Please check all that apply]

	Communication skills – includes conveying information on policies clearly (verbally and written), report writing, preparing and conducting presentations, and tailoring communications to targeted audiences		Initiative taking – being a “self-starter”, proactive rather than reactive, persistent in overcoming difficulties that arise in pursuit of a goal
	Teamwork/Collaboration – includes working closely with central and academic departments, in addition to promoting good teamwork of staff		Cultural and Diversity skills – being sensitive to diverse cultural perspectives and encouraging teamwork of diverse groups
	Adaptability/Change Management – includes identifying external changes early on, and developing strategies for managing change		Taking responsibility – Accepting and demonstrating personal responsibility for compliance areas, and for your staff
	Problem-solving – ability to identify problems and recommend solutions		Project Management – assigning tasks and managing deadlines for an overall project goal (e.g. implementation of a new system, policy or procedure)
	Critical Observation – ability to analyze and summarize aggregated data to various audiences		Mentoring - providing advice and support for others - usually informally, for an extended period
	Coaching - providing advice and support for others – usually formally, for a short period		Conflict Resolution – requires negotiation skills and finding peaceful solutions when two or more parties are in disagreement over something

	Stress Management – learning how to cope with high levels of work, deadlines, difficult situations		Language Skills – learning a new language for work
	Service Culture – being motivated to take a customer-focussed approach to dealing with “clients”		Other – any other professional development that you’d like to mention Please give details

23a. Please give details and whether these helped your career or not [free text]

Language Skills

24. How many languages do you speak (to a standard that would enable you to work in that language)?

- 1
- 2
- 3
- 4
- 5 or more

25. How many languages do you use on a regular basis when working?

- 1
- 2
- 3
- 4
- 5 or more

26. With which professional organizations are you affiliated?

Indicate which associations you are normally a member of in the first column, and any others that you also have had a membership of in the past and/or attended conferences/events and/or some other activity with in the second column.

	I am a member of	I have participated in activities or events of
ACU [Commonwealth]		
ARMA [UK]		
ARMA-NL [Netherlands]		
ARMS [Australia]		
AUA [UK]		
AURAM [Austria]		
AUTM [USA]		
BESTPRAC [Europe]		
BRAMA [Brazil]		
CabRIMA [Caribbean]		
CARA/ACAAR (was CAURA) [Canada]		
CARIMA [Central Africa]		
CASSSP [China]		
CLASP [USA]		
COGR [USA]		
DARMA [Denmark]		
EARIMA [Eastern Africa]		
EARMA [Europe]		
FDP [USA]		
Finn-ARMA [Finland]		
FORTRAMA (was GARMA) [Germany]		

Ice-ARMA [Iceland]		
INORMS		
IRMI [Indian Association]		
Italian (informal network) [Italy]		
NARMA [Norwegian]		
NCURA [USA]		
NORDP [USA]		
PIC [Portugal]		
PraxisUnico [UK]		
RMAN-J [Japan]		
SARIMA [Southern Africa]		
SRA International [USA]		
SWARMA (to be launched) [Sweden]		
WARIMA [Western Africa]		
I am not a member of any of the above		
Other [please state]		

SIMON add IRMI etc – CHECK RAAAP-2 for other emergent answers!

26a Other Association(s): Please provide details. [free text]

Demographics

27. In which country do you CURRENTLY work? [pick list]

For the US, Canada, Australia, and the UK now please indicate which state / province / territory / nation that you work in:

27a. For Australia please select which state/territory you work in/from:

[pick list] [\[See RAAAP-2\]](#)

Prefer not to say

27b. For the United States please select the state/territory that you work in/from:

[pick list] [\[See RAAAP-2\]](#)

Prefer not to say

27c. For Canada please select which province/territory you work in/from:

- [pick list] [\[See RAAAP-2\]](#)

Prefer not to say

27d For the UK please select which nation you work in/from:

- England
 - Northern Ireland
 - Scotland
 - Wales
- Prefer not to say

28. What country were you BORN in? [pick list]

For the US, Canada, Australia, and the UK now please indicate which state / province / territory / nation that you were born in:

28a. For Australia please select which state/territory you work in/from:

[pick list] [\[See RAAAP-2\]](#)

Prefer not to say

28b. For the United States please select the state/territory that you work in/from:
[pick list] [See RAAAP-2]
Prefer not to say

28c. For Canada please select which province/territory you work in/from:
• [pick list] [See RAAAP-2]
Prefer not to say

28d For the UK please select which nation you work in/from:
• England
Northern Ireland
Scotland
Wales
Prefer not to say

29. Please select your age from the following ranges that you were when you FIRST became an RMA, and your age range CURRENTLY

FIRST		CURRENT
	24 and under	
	25 to 34	
	35 to 44	
	45 to 54	
	55 to 64	
	65 to 74	
	75 and over	
	Prefer not to say	

30. Please select your gender identification:

- Female
- Male
- Non Binary
- Prefer not to provide

31. Please select the ethnic background that most matches your identity

Arab
Asian / including Indian, Pakistani, Bangladeshi, Japanese, Chinese, Pacific Islander
Black / African / Caribbean
Multiple ethnic groups
White
Other [free text]
Prefer not to say

That is Part B complete. Just one final section to go; please click on the "Next" (Right Arrow) button below to move to Part C which asks about **how you became a research manager and administrator.**

Part C How You Became a Research Manager and Administrator (HIBARMA)

The intention is to re-run this survey every few years in order to build up a longitudinal dataset. However each time we plan on asking some one-off questions. In this final section we focus on **How you became a research manager and administrator**:

32. Current Job Title [free text]

33. Previous appointments

Thinking about what you did before you became a research manager and administrator, for the (up to 3) most important role/jobs that you had, please indicate the approximate number of years, select the best fit of industry sector for your role (not your employer as a whole), and in the free text box tell us the specific sector. Start with the most recent. Remember - think about your role is rather than what your employer did – so for example if you worked in mining, but you were a scientist in a mining company then select 13. Professional, scientific and technical activities rather than 2. Mining and quarrying.

	Number of Years	Area [pick list]	Specific Sector [Free text]
Most recent	[pick list as Q15]	[pick list below]	
	[pick list as Q15]	[pick list below]	
Longest ago	[pick list as Q15]	[pick list below]	

32a. Please give details [free text]

- 1. Agriculture, forestry and fishing
- 2. Mining and quarrying
- 3. Manufacturing
- 4. Electricity, gas, steam and air conditioning supply
- 5. Water supply; sewerage, waste management and remediation activities
- 6. Construction
- 7. Wholesale and retail trade; repair of motor vehicles and motorcycles
- 8. Transportation and storage
- 9. Accommodation and food service activities
- 10. Information and communication
- 11. Financial and insurance activities
- 12. Real estate activities
- 13. Professional, scientific and technical activities
- 14. Administrative and support service activities
- 15. Public administration and defence; compulsory social security
- 16. Education
- 17. Human health and social work activities
- 18. Arts, entertainment and recreation
- 19. Other service activities

- 20. Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use
- 21. Activities of extraterritorial organizations and bodies

34. What career did you intend to pursue before becoming an RMA?

Main Area [pick list 21 items]

Specific area [Free text]

35. What were the top challenges in your initial role in RMA?

- not having a professional network for support
- lack of knowledge, expertise
- lack of training
- lack of understanding of culture in research
- new profession in the institution
- no professional recognition / lack of respect
- not a permanent position
- unclear career framework / job architecture at the institution
- lack of institutional policies

Other: [free text]

36. What skills/experience helped you get the first RMA job? [choose all that apply]

- research experience
- experience in some aspect of RMA
- training / certification in some aspect of RMA
- multitasking skills
- attention to detail
- organisational skills
- interest in research
- experience of working in research organisation (eg university)
- team player / personable
- ability to interpret and summarise data/information
- communication skills
- motivation to learn new things
- prior experience in international contexts
- problem solving
- honesty/integrity/ethical
- service culture

Other: [free text]

37. A. Are you satisfied with a career choice in RMA?

- Yes
- Mainly
- A Little
- No
- Prefer not to say

37a. Any comments about your career choice? [free text]

38. What are your areas of dissatisfaction?

- High demands and stressful environment
- Problems keeping up to date with current knowledge
- Monotony
- Underappreciated / taken for granted
- Low / no opportunity for promotion
- Low / no opportunities for professional development
- Low salary
- Often asked to do things beyond your job description
- Expectation to work outside normal hours
- Lack of motivation
- Not respected by researchers
- Seen as a gatekeeper not an enabler
- Lack of professional identity
- Low / no job security
- Other **[free text]**

39. Have you had a mentor (or coach or sponsor or similar) during your RMA career?

Yes (>=4)

Yes (1, 2 or 3)

No,

Prefer not to say

B. Have you mentored (or coached or sponsored or similar) any RMAs?

Yes (>=4)

Yes (1, 2 or 3)

No,

Prefer not to say

40. Why would you recommend a career in RMA to someone?

[free text]

41. Would you like to mention anything else about RMA? Perhaps something that has not been covered already then please feel free to do so. You might wish to consider what skills requirements, expectations on you, and challenges that the future might bring.

[free text]

42. If you have any issues that you would like to raise about the survey or the questionnaire then please do so here.

[free text]

43. May we contact you to discuss the possibility of having your career story documented? (Y/N)

44. Even if you do not wish to be contacted about your career, it would be useful if you could tell us your institution to help with our data checking processes – this will not be released as part of the final dataset.

Please tell us your current employer: **[free text]**

45. It would also be useful for us to have your name, email, and in particular LinkedIn (or other online) profile link. These will be kept strictly confidential and not included in the final dataset

name [free text]

email [free text]

LinkedIn (or other online) profile link [free text]

Please click on the "Submit" (Right Arrow) button below to complete the survey.

On the following screen you will be able to download a copy of your responses to this questionnaire for your records. Whilst every effort has been made to ensure its security, please be aware of the risks of transmitting your personal data when downloading your responses.

Thank you.