Research Management Group
Efficiency Initiative
Update

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Our Goals:

• Strengthen the RMG and Department partnership on research administration to better support and serve the SoM faculty

• Improve quality of RMG services facilitated by a thorough understanding of clients’ needs

• Capture information on what works well and where there are gaps and inefficiencies in research administrative processes

• Reevaluate and redefine roles and responsibilities between department administration and RMG to ensure consistency
# Total Participation

## Focus Groups

<table>
<thead>
<tr>
<th>Who</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMG Staff</td>
<td>42</td>
</tr>
<tr>
<td>DFA's</td>
<td>12</td>
</tr>
<tr>
<td>Administrators</td>
<td>48</td>
</tr>
<tr>
<td>Research Coordinators</td>
<td>14</td>
</tr>
<tr>
<td>Cancer Coordinators</td>
<td>4</td>
</tr>
</tbody>
</table>

## Online Surveys

<table>
<thead>
<tr>
<th>Who</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators</td>
<td>43</td>
</tr>
<tr>
<td>Post Docs/Fellows</td>
<td>134</td>
</tr>
<tr>
<td>Research Coordinators</td>
<td>11</td>
</tr>
<tr>
<td>Cancer Coordinators</td>
<td>5</td>
</tr>
<tr>
<td>Faculty</td>
<td>31</td>
</tr>
</tbody>
</table>

## Interviews

<table>
<thead>
<tr>
<th>Who</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>5</td>
</tr>
</tbody>
</table>

A grand total of 349 Data points were gathered.

Online surveys also included specific feedback for RPMs, CTRPMs, and COs used in performance reviews.
Feedback and Observations

Roles and Responsibilities

✓ Confusion and differing points of view

✓ Departments and administrator roles structured differently so support needs from RMG often vary

✓ Variance in the needs creates inconsistencies in RMG support

✓ Heavy workloads limit ability for RMG staff to be flexible and fill gaps for departments

✓ Departments want RMG to take on more of the responsibilities

✓ Faculty want to rely more on RMG for advice and guidance instead of just processing

✓ Confusion about roles between OSR, ICO, and RMG
Feedback and Observations

Training

- Departments lack formal, relevant and timely training on process, role expectations, policies, SeRA, budgets, workbooks, postaward management - resulting in an increasingly complex set of variables where clarity is key

- Cardinal Curriculum training is outdated and considered abstract

- SMART Meetings are popular for learning information but are not enough to train department administrators and coordinators

- RMG is training administrators and coordinators one-at-a-time and usually with added pressure of a deadline

- Fellows/Post Docs need real time training on an ongoing basis due to constant postdoc turnover

- RMG staff wants professional development opportunities: national meetings, conferences, participate on committees
Feedback and Observations

Communication/Support

✓ Departments want increased responsiveness and greater proactive communication through stronger business partnerships

✓ Departments have unrealistic expectations of *immediate* response to questions or email

✓ Due to heavy workloads RMG communication style is reactive rather than proactive

✓ Constant changes in RPM/CT-RPM assignments makes it difficult to build partnerships

✓ Last minute requests from faculty add significant stress to process, as well as wanting RMG to fix policy issues they don’t like

✓ Little opportunity to meet in-person to form stronger partnership
Progress Report

Staffing Increase Approved

• The SoM approved additional staffing for RMG
  o 2.5 additional RPMs
  o 1 additional Clinical Trial RPM
  o 1 additional Clinical Trial Contract Officer

Internal Deadline Implemented

• New mandatory deadline implemented effective February 1, 2015

Grant Lean Project Launched

• Group of RPMs are currently working with a consultant to map the proposal process
• Next step is to invite several Department Administrators to join the group to finalize the process map and review roles & responsibilities
• PDRF redesign effort underway to support the SoM process model

Clinical Trial Lean Project Launched

• CT team along with several Faculty and Research Coordinators have launched a Lean initiative to improve budget and contract turnaround time
• Initial ideas already in process; more to come
• Formed a Faculty Advisory Group; regular report-outs
Next Steps

Develop Training Program for Department Administrators

- Identify gaps in training available to department administrators
- Work with DFAs and our partners in DoR and OSR to develop training
Strategy for Change and Implementation

INNOVATION
SUCCESS
EVALUATION
DEVELOPMENT
GROWTH
SOLUTION
PROGRESS
MARKETING