



1. Mobilise resources

Identify key relevant funding sources and prepare research grant applications in order to obtain funds and grants. Write research proposals and pitch ideas to convince potential investors (internal or external to the organisation) of the need to fund research initiatives.

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> • Is aware of funding sources for research projects and of the related application procedures. • Contributes to drafting research proposals. 	<ul style="list-style-type: none"> • Is familiar with key funding sources and can navigate their application procedures. • Autonomously applies for small research grants and contributes to larger applications. • Recognises the importance of funding of one's own institution and own research. 	<ul style="list-style-type: none"> • Informs others about relevant funding sources and advises them on application procedures. • Leads consortiums in major presenting grant applications. • Actively engages in the funding of one's own institution. 	<ul style="list-style-type: none"> • Influences funding policy within own research area. • Leads large and prestigious applications of international and interdisciplinary character. • Plays a crucial role in the funding of one's own institution.

2. Manage projects

Manage and plan various resources, such as human resources, budget, deadline, results, and quality necessary for a specific project and for a project portfolio, and monitor the progress in order to achieve a specific goal within a set time and budget using project management tools.

<ul style="list-style-type: none"> • Is familiar with different project management approaches and tools. • Participates in projects and delivers results according to deadlines. 	<ul style="list-style-type: none"> • Effectively uses a broad project management toolkit. • Defines and designs own research projects. • Identifies risks and implements proper mitigation strategies. 	<ul style="list-style-type: none"> • Manages multiple projects and identifies their synergies. • Leverages problems and anticipates and manages conflicts within the project team and with project stakeholders. 	<ul style="list-style-type: none"> • Is known for outstanding project management skills. • Designs the project management and reporting structure for prestigious research projects. • Takes necessary decisions even when unpopular and is able to successfully convey the reason behind these decisions in complex projects.
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3. Negotiate

Exchange ideas while analysing issues and interests at stake, enabling opposing sides to resolve disputes and reach an agreement, or making decisions to resolve disputes.

<ul style="list-style-type: none"> • Knows the fundamentals of negotiation. • Actively seeks to understand the different viewpoints and motivations of the negotiating parties. 	<ul style="list-style-type: none"> • Contributes to negotiation strategies by developing scenarios and a clear vision. • Efficiently defends contested arguments. • Knows how to rebut arguments not supported by evidence. 	<ul style="list-style-type: none"> • Leads the development and implementation of negotiating strategies. • Demonstrates creativity and anticipatory thinking in negotiating processes. • Leverages solutions in creative ways also away from the negotiating table. 	<ul style="list-style-type: none"> • Advises others of the design and implementation of negotiating strategies. • Is known for being an effective negotiator in complex and controversial issues. • Under change, adapts negotiating strategy in a creative way.
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4. Evaluate research

Reflect on research activities and learn from successes and failures based on personal experience, feedback from others or monitoring and evaluation. Assess proposals, progress, impact and outcomes of peer researchers.

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<ul style="list-style-type: none">• Evaluates basic research proposals and the quality of primary and secondary research data.• Effectively assesses and reflects over own research process.• Provides constructive criticism.	<ul style="list-style-type: none">• Gives specific evaluative feedback on research proposals.• Assesses peers' research processes• Advises peers in evaluating the quality of primary and secondary research data.• Effectively provides difficult criticism.	<ul style="list-style-type: none">• Frequently evaluates important research proposals.• Guides peers in how to evaluate their research processes.• Advises others in how to effectively provide and receive constructive criticism.	<ul style="list-style-type: none">• Designs evaluation processes for prestigious research projects.• Develops guides for self-monitoring of research processes and how to use and provide constructive criticism.

5. Promote open access publications

Develop a strategy to publish your research and identify the appropriate publication channel(s) to implement that strategy. Use open publication strategies when possible. Be familiar with the use of information technology to support research, and with the development and management of CRIS (current research information systems) and institutional repositories. Provide licensing and copyright advice, use bibliometric indicators, and measure and report research impact.

<ul style="list-style-type: none">• Is familiar with CRIS (current research information systems) and the pros and cons with open and closed access publication channels.• Produces publishable material and actively seeks appropriate outlets for it.	<ul style="list-style-type: none">• Disseminates in a range of publication outlets and actively seeks open access alternatives.• Assists peers in their use of information technology supporting research.• Tracks own research impact with appropriate tools.	<ul style="list-style-type: none">• Actively encourages peers to select open access alternatives when appropriate.• Advises peers on licensing and copyright issues.• Tracks the institutions research impact with advanced tools.	<ul style="list-style-type: none">• Is a role model within the research community regarding open access publishing.• Designs guides for managing licensing and copyright issues, and the tracking of research impact.
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