









JISC Managing Research Data Project Maturity Model: Target Operating Model

Outcomes \ Maturity	1	2	3	4	5
a Risks associated with poor research data management 	Research data management? Research data management is not a strategic priority for UWE. Our research operations are not dependent on external funders' research data management pre-requisites, or subject to university or third party data management expectations.	Early planning and engagement We would like to know more about the risks associated with poor research data management so we can assess our infrastructure and identify areas for improvement. There are localised project(s) or pilot(s) underway within the university.	Institutional buy-in We know that research data management is important for maintaining our institutional reputation and are keen to minimize any risks. We are currently working to identify our main RDM risks and to develop mitigation strategies.	Implementation We have made an institutional commitment to developing effective, safe and sustainable management and curation of research data. We have developed initial policies and approaches. We are taking a centralised approach to implementation.	Sector leaders UWE is fully aware of the potential risks associated with poor data management. We view data management as part of good research practice and have taken steps to provide a working environment that fosters good practice. We are able to share our experience with other new universities for the benefit of the sector as a whole.
b Research funder policies relating to research data management 	Self-managed We aren't very familiar with research funders' data requirements. Changes to some research funders mandates and whether we need to comply with them isn't on the radar at present.	Localised knowledge There are pockets of expertise within the university, but these are not documented or applied consistently. We'd like to understand funders' requirements better.	Semi-consciousness We are aware that research funders have issued some new data management requirements but we aren't really sure how these relate to our research activity or how we can best comply with these mandates.	Due consideration We know that research data management is important for securing research funding and are keen to minimize any risks. We are currently working to identify our main RDM risks and to develop mitigation strategies.	Compliant and funded Our support staff and researchers are fully aware of funders' requirements for data management and understand how these relate to our research activity.
c Institutional policies relating to data management 	Informally guided Data management oversight and guidance is a local concern. Principle Investigators may have their own practices but there is no requirement to document, share or develop these.	Infancy We don't have any data management policies in place at the moment but would like to learn more about developing and implementing effective policies for research data management.	Co-ordinated approach We have some policies that loosely cover aspects of research data management but nothing specific. We are planning to develop specific policies relating to our research data in the near future.	Statement of commitment Work is underway to compose centralised RDM policies and to streamline administrative processes for research data within the university. UWE is committed to ratification and implementation.	Leading the field We have developed and implemented specific policies relating to research data management at UWE.
d Training, support and guidance for researchers 	Unsupported We don't have any training, support or guidance that covers RDM issues.	We teach other things UWE has some training, support and guidance on issues loosely related to data management but currently don't offer anything specifically focused on this.	Mildly synergetic We have an established training schedule for other research related initiatives and can see clear synergies and potential to expand these to include research data management approaches.	Investment in training We are in the process of devising the right training strategy for UWE. We will invest in delivering the right information to the right staff at the right time.	Model institution We have developed training, support and guidance materials to help our staff develop good research data management practices.

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e IT infrastructure, back-up and storage 	Their data, their problem <p>We have little or no understanding of how or where researchers currently store their data. In any event, we're short of space so this is a localised responsibility.</p>	Overcrowding <p>We run back-ups and provide access to some secure storage. We are currently finding it difficult to provide researchers with enough storage to meet their needs. Additional demands on storage space would be hard to accommodate with our existing infrastructure.</p>	Secret service <p>We offer secure storage and regular back-ups but these services could be improved at UWE. We're not sure how aware our researchers are about this service and how it can be of value to their research activity. We have enough storage space for the next year or so but may need to increase our capacity if there is a significant growth in research data generation.</p>	Storage matters <p>We offer secure storage and run regular back-ups. Researchers are fully aware of this service and know where to store data to benefit from back-ups. There is ample storage space available. Our RDM system is sustainable as far as possible to enable long term access.</p>	Leading IT infrastructure <p>We have invested in major RDM storage platforms and have developed a sound costing model which supports the research bidding process. We are confident that our current IT infrastructure will be able to cope as the volume of our institutional research data and storage demands grow.</p>
f Institutional repositories 	Piecemeal <p>Individual research groups and departments may run their own repositories but we don't have any institutional level service for publications or data at present.</p>	Good practice <p>Pockets of UWE staff using their own repositories share and encourage good practice.</p>	Research repository <p>UWE has a repository for publications. We are aware that we might need to consider how we might best capture and store related datasets.</p>	Direction of travel <p>UWE is committed to developing a repository for data. We are currently considering how we might best capture and store related datasets.</p>	Data repository <p>UWE has a repository where researchers can store and their publications and data to enable the scrutiny and re-use of appropriate research data, both internally to UWE and externally. This is fully searchable by staff and students searching library resources.</p>
g Funding to support RDM 	No funding <p>We don't have access to any funds – institutional or external – to support the development of our research data management infrastructure.</p>	Early days <p>It's on our wish list. We would like to support the development of our research data management infrastructure if money wasn't so tight at the moment.</p>	New venture <p>We need to rely on securing short term research grants to develop and pilot components of our research data management infrastructure. We have won a bid for short term funding but have no track record of success yet.</p>	Established grant funded <p>We tend to rely on securing short term research grants to develop and pilot components of our research data management infrastructure. So far, we've been successful but are not sure if we can sustain our infrastructure.</p>	Integrated funding model <p>We understand the costs associated with sustaining our research data management infrastructure and have allocated a portion of our operational budget to cover these costs over the longer term.</p>
h Staff skills 	No support <p>We don't have the staff infrastructure or support staff resource to support research data management. Researchers are left to their own devices.</p>	Limited support <p>We don't have many members of support staff who can support research data management. Those we do have are often unknown to researchers.</p>	Skill pockets <p>We have members of staff who are very knowledgeable in aspects of research data management but they are not always well known to researchers.</p>	Supervised <p>Some researchers are supported locally in matters regarding RDM, typically by their Principle Investigator. Approaches across UWE are typically not consistent.</p>	Centralised <p>Staff within the institution can provide dedicated guidance on specific aspects of research data management (e.g. Data protection, ethics, data licensing). These individuals are well known to researchers. The advice is documented and consistent.</p>