## Welcome!

14.00 - 14.05	Welcome	DCC network
14.05 - 14.35	Competences	Marjan Grootveld and Margriet Miedema
14.35 - 15.05	Training	Cees Hof and Ellen Leenarts
15.05 - 15.25	Interaction	Ellen Leenarts
15.25 - 15.40	Break	
15.40 - 16.40	Career tracks	Mijke Jetten, Daniela Hausen, Pauline L'Henaff and Claudia Kramer
16.40 - 17.00	Wrap up	DCC network





## Professionalising data stewardship in the Netherlands: competences, training and education

Dutch roadmap towards national implementation of FAIR data stewardship

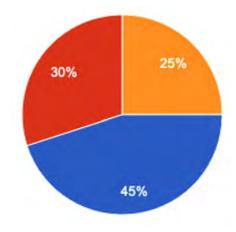
Marjan Grootveld (DANS D) and Margriet Miedema (LCRDM D)

DCC training, 2 November 2021

Btw, we know that not all of you are data stewards. Let's use "data professional" as an umbrella term.

## What's the plan?











## Competences: where we come from

NPOS/ELIXIR/ZonMw competency framework:

responsibilities, activities, KSAs and learning objectives of data steward roles

- Data steward *policy*: institute and policy focused
- Data steward research: project and research focused
- Data steward infrastructure: data & e-infrastructure focussed



ZonMw <u>report</u> (2019) "Towards FAIR data steward as profession for the life sciences", with <u>matrices</u> and a Zenodo <u>archive</u> with output

LCRDM <u>report</u> (2019) "Data Stewardship on the map: A study of tasks and roles in Dutch research institutes". Data stewardship task areas:

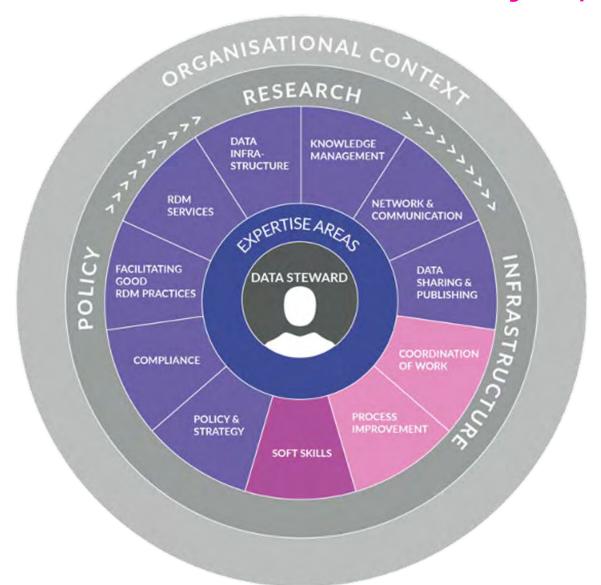
- Policy, strategy and coordination
- Embedded and operational
- Generic and advice

Dutch National Programme Open Science (NPOS) and the NPOS F professionalising data stewardship report

 A collaborative effort of over 30 representatives of universities, UMCs, UASs, service providers, and representatives of the major Dutch umbrella organisations



## NPOS F: Basic data steward job profile components

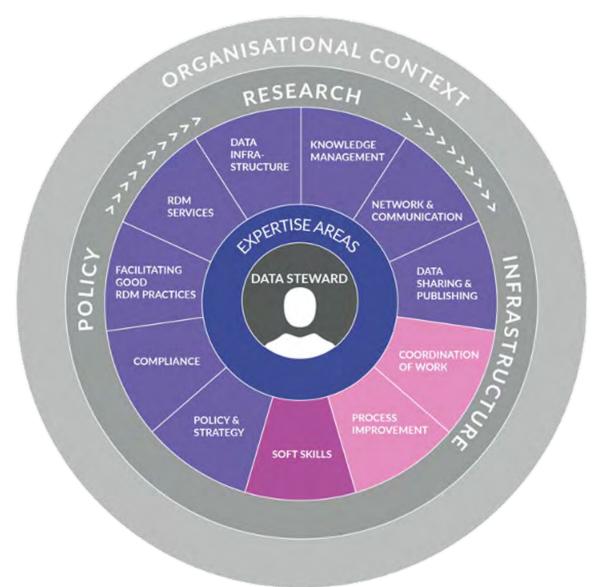


The NPOS F report connects job profile components, career perspective, competences, and learning paths.

Focus today: a data steward's competences in different domain areas, related to their responsibilities and tasks



## NPOS F: data steward domain areas, responsibilities and tasks



- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. *Compliance:* advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
- 4. *RDM services:* propose, implement and monitor RDM workflows and practices
- 5. Data infrastructure: identify the requirements for adequate RDM infrastructure and tools
- 6. Knowledge management: determine the adequate level of RDM knowledge and skills
- 7. Network and communication: create and participate in (inter)national RDM networks
- 8. Data sharing and publishing: analyse gaps in support for data sharing and publishing



## 1. Policy and strategy

#### Example:

Annex 3 describes each competence area, with responsibilities, tasks and activities

#### Area 1: policy/strategy

Development, implementation and monitoring of research data management policy and strategy for the research institute

In bullet points, a data steward

- Gives sound advice on RDM policy and strategy
- Is responsible for the availability of an up-to-date institutional data management plan (DMP)
- Is responsible for advice and awareness of RDM policy, FAIR principles and Open Science
- Is responsible for advice on an adequate research data infrastructure and proper tools
- Advises policy officers (on a strategic and tactical level)

#### Main tasks and activities of a data steward

- Monitors the institute's RDM policy
- Advises the institute's management
- Explores new needs, opportunities a
- Develops (together with others) DM
- Implements RDM as a regular asper
- Translates the RDM policy to data in



## Acknowledgements NPOS-F work

#### Reference

Mijke Jetten, Marjan Grootveld, Annemie Mordant, Mascha Jansen, Margreet Bloemers, Margriet Miedema, & Celia W.G. van Gelder. (2021). Professionalising data stewardship in the Netherlands. Competences, training and education. Dutch roadmap towards national implementation of FAIR data stewardship. Zenodo. <a href="https://doi.org/10.5281/zenodo.4320504">https://doi.org/10.5281/zenodo.4320504</a>

#### Contact

For more information about the project, you may contact Mijke Jetten (<u>mijke.jetten@dtls.nl</u>) or Celia van Gelder (<u>celia.van.gelder@dtls.nl</u>)

#### **Authors**

Mijke Jetten (Dutch Techcentre for Life Sciences, DTL), Marjan Grootveld (Data Archiving and Networked Services, DANS), Annemie Mordant (Maastricht University), Mascha Jansen (GO FAIR Foundation, GFF), Margreet Bloemers (ZonMw), Margriet Miedema (National Coordination Point Research Data Management, LCRDM), Celia van Gelder (Dutch Techcentre for Life Sciences, DTL)



## Survey

Hi,

We are looking forward to your participation on the 2nd of November. It would be useful if you will complete this survey beforehand. It will take 10 minutes of your time.

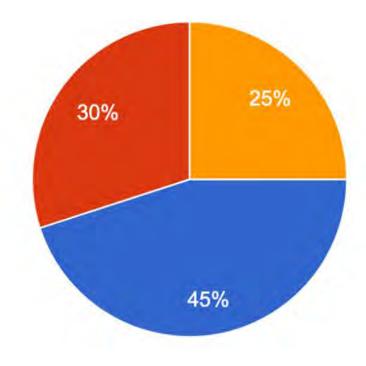
If you have any questions please contact Marjan Grootveld at marjan.grootveld@dans.knaw.nl or Margriet Miedema at margriet.miedema@surf.nl on behalf of the organisers of the 2021 DCC Spring Training Days





## Survey: you

## How long have you been working in your current function/position/role? responses



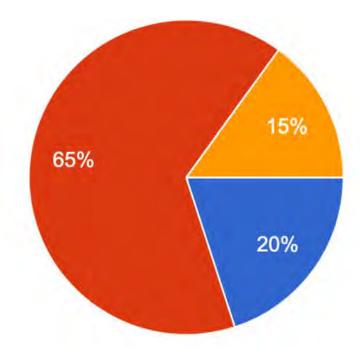
- I started working in this job in the last twelve months
- I have been working in this job for more than a year but less than 3 years
- I have been working in this job for more than 3 years



## Survey: you

#### 4. Professional Background

20 responses



- Prior to this job I worked in research support (e.g. Library or IT services)
- Prior to this job I worked as a researcher
- None of the above



## Survey: main question

## Competences

Questions 5-13 concern 8 competence areas in data stewardship, as described in the NPOS report 'Professionalising data stewardship' (2020). Question 14 is about other skills.

Could you indicate to which level these competences apply to you and your work?

You can select one of the following 6 answers:

N/A not applicable to my job/function/work

0 none I have no understanding/practical experience, it is applicable to my (future) work

1 basic I have a basic awareness and understanding of this area

2 good I have a good understanding of the concepts, principles and theories of this area

3 comprehensive I have a comprehensive understanding of this area

4 advanced I have a specialised understanding of this area, I could train/educate colleagues in this area.



## Survey: observation 1: overall confident

"good" + "comprehensive" + "advanced" understanding is pretty high, up to 80% of the responses.

Lowest scoring competences, with 53% good/comprehensive/advanced:

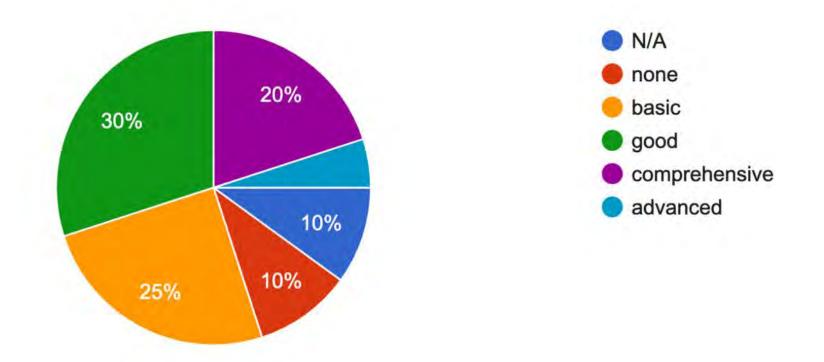
- Support: I am (co-)responsible for ensuring sufficient and adequate support (staff and services) for RDM in the organisation.
- Infrastructure: I am (co-)responsible for identifying the needs of the organisation and its researchers and students regarding data infrastructure and RDM-tools.
- 11. Network: I am (co-)responsible for obtaining and maintaining a network of colleagues within aligned expertise areas, inside and outside the organisation.
- 12. Data archiving: I am (co-)responsible for adequate support and (advice on) data infrastructure for FAIR and long-term archiving of the organisation's data by its researchers and students.



## Survey: observation 2: a few "none" and "basic" for most competences

11. Network: I am (co-)responsible for obtaining and maintaining a network of colleagues within aligned expertise areas, inside and outside the organisation.

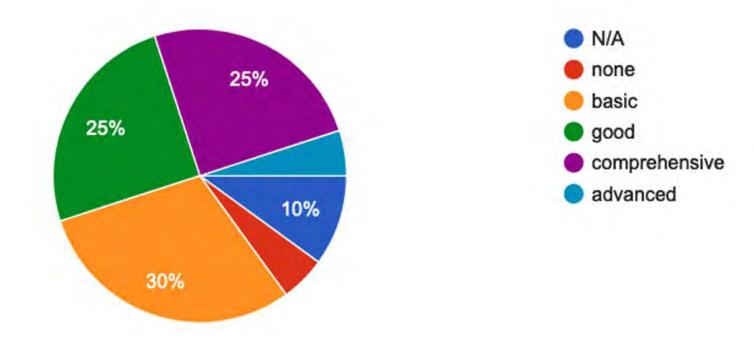
20 responses



## Survey: observation 3: "not applicable"? "none"?

13. General professional competencies: I am (co-)responsible for constructive and effective collaboration and communication with various stakeholders within and outside the organisation and in a wide variety of disciplines.

20 responses





## So much for the theory: 8 breakouts

minutes: <a href="https://cutt.ly/kR1zrkH">https://cutt.ly/kR1zrkH</a>



BREAKOUT 1-8, one for each competence: dive into tasks and activities

- Choose a notetaker
- 2. Please take a few minutes for yourself to indicate in the columns
  - a. THE THREE TASKS WHICH TAKE MOST OF YOUR TIME
  - b. TASKS YOU DO NOT PERFORM (if any)
- 3. Please take time to discuss similarities, differences, what strikes you.
  - a. Please make notes;)
- 4. Time left? Consider which task you do not perform, but maybe should?15



### Welcome back!



From your conversations: what do you want to share in the chat?





## Data support - training and training resources

Ellen Leenarts (D)

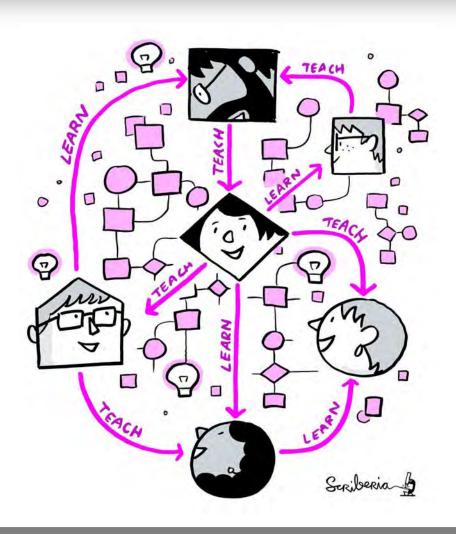
Cees Hof (1)

2 November DCC bonus training





## Data support - training and training resources



### Programme:

- Resources
- Courses
- Communities

and share your suggestions ...



## What training resource/collection of resources is useful for:

Different audiences being trained on different themes related to RDM in different phases of the research data life cycle....

#### Competences:

- 1. Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
- RDM services: propose, implement and monitor RDM workflows and practices
- Data infrastructure: identify the requirements for adequate RDM infrastructure and tools
- 6. Knowledge management: determine the adequate level of RDM knowledge and skills
- 7. Network and communication: create and participate in (inter)national RDM networks
- 8. Data sharing and publishing: analyse gaps in support for data sharing and publishing



Please share your suggestions in the chat (2 minutes)



## 23 Things for Research Data management

# Things for research data management

#### What?

23 Things versions for different audiences Why?

- -New topics for Dutch context: FAIR, GDPR, LCRDM, Open Science...
- -We need common understanding of RDM among diverse practitioners and supporters

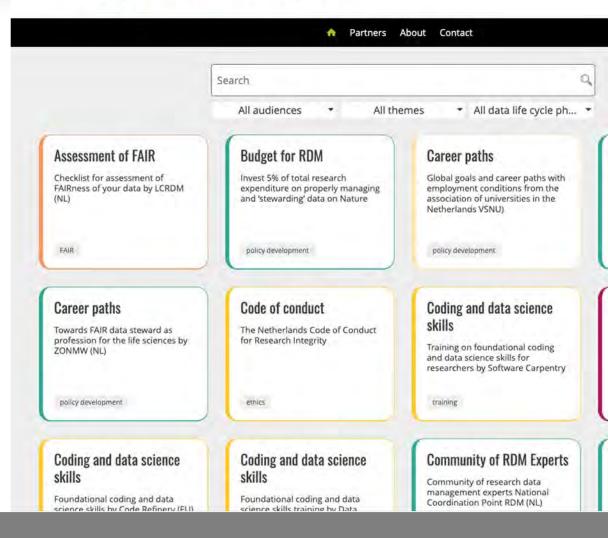
#### How?

Via an RDA adoption grant, a Dutch LCRDM task group and community sprints (June 2019 - September 2020)

#### **Deliverables:**

All deliverables available via: https://www.lcrdm.nl/23things

The tool: https://23things.sites.uu.nl/



## What training resource/collection of resources is useful for:

For example you need a resource to inform your PhD and postdoctoral students on how to archive their data after their research has finished....

#### Competences:

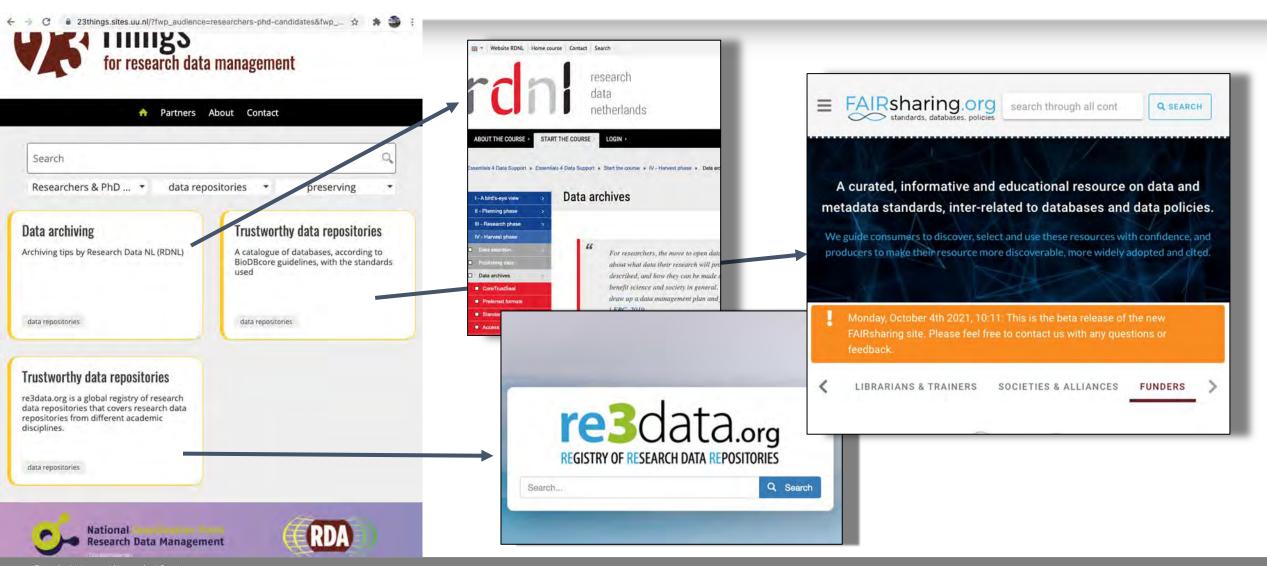
- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
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- 8. Data sharing and publishing: analyse gaps in support for data sharing and publishing



Please share your suggestions in the chat (2 minutes)



## 23 Things for Research Data management





## What training courses are relevant for:

What is a data management plan?
What is the difference between
FAIR and Open data?
What are preferred data formats?
How to publish and archive data?
What are standardised metadata?

#### Competences:

- 1. Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
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Please share your suggestions in the chat (2 minutes)



4 data supporters

## Course Essentials 4 data support

- > Data supporters and data stewards
- ➤ Online content <a href="https://datasupport.researchdata.nl/en/">https://datasupport.researchdata.nl/en/</a>
- blended course: 2 face to face days, weekly homework, coaching for duration of 6 weeks
- > investment: 50 hours
- > runs 3 times per year
- ➤ Registration:

https://researchdata.nl/en







## What training courses are relevant for:

#### Questions:

How to encourage researchers in data management?
How to design institutional RDM policies?
How to setup new services supporting researchers in data management?

#### Competences:

- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
- RDM services: propose, implement and monitor RDM workflows and practices
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Please share your suggestions in the chat (2 minutes)



4 data supporters

## MOOC Delivering RDM Services

- ➤ Developed with DCC and Edinburgh University
- > Target: more experienced data supporters / data stewards
- ➤ Online course only 5 weeks content, coaching
- > Investment: 15 hours
- > Runs 3 times per year
- > Registration:

https://www.futurelearn.com/courses/delivering-research-data-management-services









## What training courses are relevant for:

#### Questions:

What to advise researchers on sharing and archiving sensitive data?
What is the GDPR?
When is a Data Protection Impact Assessment?
How to anonymise data?

#### Competences:

- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
- 4. RDM services: propose, implement and monitor RDM workflows and practices
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Please share your suggestions in the chat (2 minutes)



4 data supporters

- Course GDPR 4 data support
  - > online content with many practical use cases
  - > 2nd course pilot running now
  - Course with several face to face sessions, coaching, hands-on exercises
  - ➤ Will run around 4 times a year
  - ➤ Registration:

https://researchdata.nl/en

publicly available, also for self study in 2022









## What training courses are relevant for:

Researchers who want to know more about RDM and DMP in their domain

#### Competences:

- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
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Please share your suggestions in the chat (2 minutes)



## CESSDA Data Management Expert Guide

#### https://www.cessda.eu/DMEG

- Online RDM guide for researchers in social sciences
- 7 chapters following research data life cycle
- DMP checklist
- Regularly updated by CESSDA Training

Events to support researchers:

18 Oct: workshop How to anonymise

qualitative and quantitative data

9 Nov: How to become a computational

social scientist

https://www.cessda.eu





**EVENT CALENDAR TRAINING RESOURCES ABOUT** 

#### Data Management Expert Guide

This guide is designed by European experts to help social science researchers make their research data Findable, Accessible, Interoperable and Reusable (FAIR).

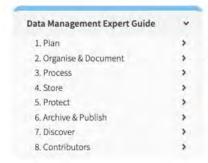
You will be guided by different European experts who are - on a daily basis - busy ensuring long-term access to valuable social science datasets, available for discovery and reuse at one of the CESSDA social science data archives.

You can download the full DMEG for your personal study offline (DOI: 10.5281/zenodo.3820473). PDFs for every single chapter are also available for being printed as handouts for training.

Search this guide



. .



#### Target audience and mission

This guide is written for social science researchers who are in an early stage of practising research data management. With this guide, CESSDA wants to contribute to professionalism in data management and increase the value of research data.





### What communities are relevant for:



#### Competences:

- Policy and strategy: design strategies for raising awareness of RDM policies and regulations
- 2. Compliance: advise on institutional compliance with RDM policies and regulations
- 3. Facilitating good RDM practices: advise relevant stakeholders on good practices of management of research data
- RDM services: propose, implement and monitor RDM workflows and practices
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Please share your suggestions in the chat (2 minutes)



## Data stewardship community building

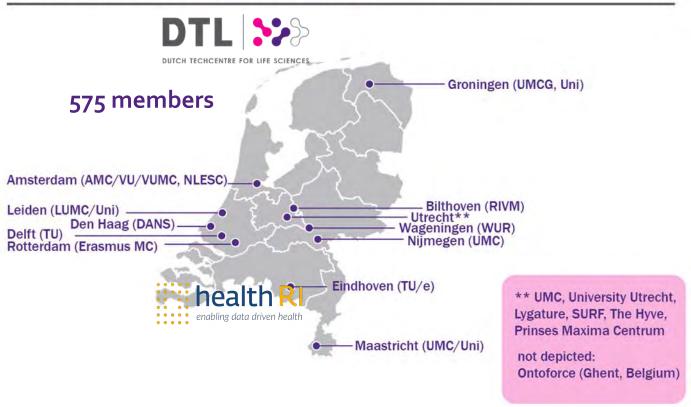
Facilitating communities is an essential element of professionalising data stewardship and capacity building

- Exchange experiences and good practices
- Jointly tackle data challenges

For many years, DTL facilitates the <u>Data</u>
<u>Stewards Interest Group</u> (DSIG), with regular meetings and a vibrant (<u>slack channel</u>)
community for data stewards and like-minded in the Netherlands **and beyond (welcome to join!)** to share experiences and foster the (Dutch) national implementation of data stewardship

### **Data Stewardship Interest Group**

A professional community for Data Stewards and alike in "Life Sciences"



https://www.dtls.nl/about/community/interest-groups/data-stewards-interest-group/







## OPEN SCIENCE COMMUNITIES





## Other relevant resources, courses and communities...

#### **Courses**

Face to face Data stewardship courses, now online, and training materials are currently assembled by FAIRsFAIR and EOSC Synergy project for online self study

https://www.fairsfair.eu/events/training/fairsfair-codata-rda-data-steward-training-series-0

Courses & workshops by eScience Center, DTL, SURF, DANS etc.

#### Resources

Outputs of the LCRDM, Zenodo community <a href="https://www.zenodo.org/communities/lcrdm-output-and-products/">https://www.zenodo.org/communities/lcrdm-output-and-products/</a>

SSHOC Training Discovery Toolkit - train the trainer registry of training resources on RDM and Open Science <a href="https://training-toolkit.sshopencloud.eu/">https://training-toolkit.sshopencloud.eu/</a>

OpenAIRE blogs, guides, webinars, on institutional RDM support, data reuse, DMP, GDPR <a href="https://www.openaire.eu/rdm-noads-starter-kit">https://www.openaire.eu/rdm-noads-starter-kit</a>

FOSTER Open Science Training Handbook

Upcoming (December 21) FAIRSFAIR report "How to be FAIR with your research data – a teaching and training handbook for higher education institutions"

#### **Communities**

Community of practice of training coordinators, <a href="www.openaire.eu/coptraining">www.openaire.eu/coptraining</a>

International Research Data Alliance Interest Groups on Data Stewardship, Metadata, Education and Training, PIDs, (automated) DMPs, etc. <a href="https://www.rd-alliance.org/groups/interest-groups">https://www.rd-alliance.org/groups/interest-groups</a>

## Speed date .. 20 minutes... two rounds of 10 minutes



Photo by Dmitriy Ganin from Pexels

1. What was the best thing that happened to you doing your job last month?

2. What is your biggest challenge? What can others advise?

# Career tracks for data stewards

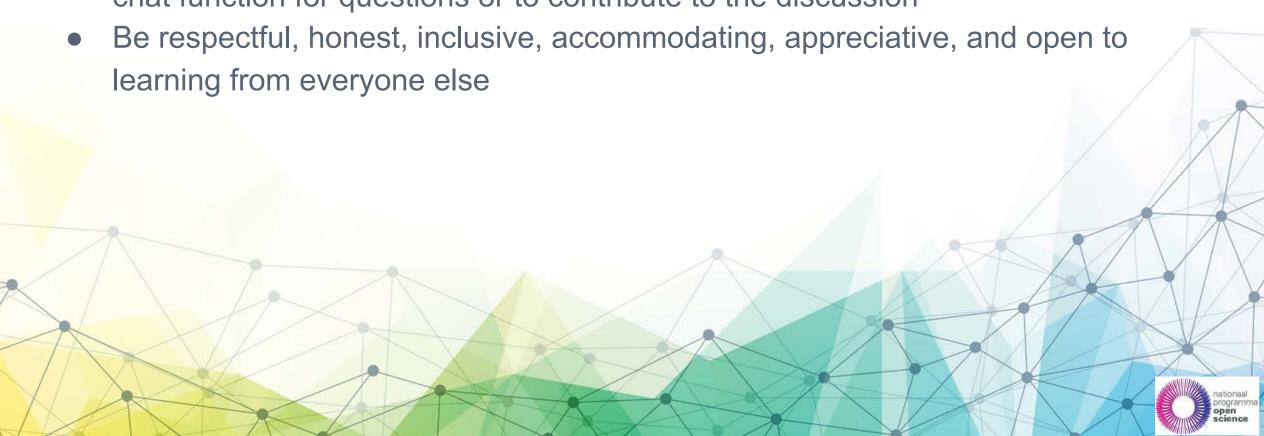


# Agenda

- 15 minutes Introduction
- 35 minutes Discussions on
  - Recruitment
  - Profiles
  - Training requirements
  - Incentives
- 10 minutes Wrap up

## Housekeeping Recommendations: Please ....

 Zoom: mute your microphone when not talking / turn your camera on / use the chat function for questions or to contribute to the discussion



## Who are we?

- Mijke Jetten & Pauline L'Henaff DTL / Health-RI (Netherlands)
- Yan Wang TU Delft (Netherlands)
- Daniela Hausen RWTH Aachen University (Germany)
- Claudia Kramer Karlsruhe Institute of Technology (Germany)

# Why we are here?

#### Need for clarification:

- Data stewardship is not yet recognised as a career
- In most organisations, responsibilities and tasks of data stewards differ
- Not many examples of what a career track could look like due to insufficient experience



# Background

#### • Context:

 Dutch-German collab explored the topic of career tracks for data stewards (small-scaled community consultation)

#### Previous consultation:

- Looked at challenges & motivation needed in 4 areas
  - Recruitment
  - Profiles
  - Training
  - Incentives



# Background

#### **Outcomes from previous consultation:**

- Recruitment / Profiles
  - From early career / PhD candidates, postdoctoral researchers, professionals with RDM experience
- Training
  - Skills needed: data (understanding of FAIR), collab & coordination, networking, communication and mediation
- Incentives
  - Permanent positions, recognition by HR & management, budget for RDM support services, credits for research transparency



# What to expect from this session

- We are going to focus on changes needed. It is an opportunity to discuss various aspects of becoming and being a data steward
  - Improving the recruitment process,
  - Making profiles clearer,
  - Adapting training,
  - Rewarding data stewards
- We aim to raise awareness and help further develop data stewardship programs:



# **Activity**

 We are going to split up into breakout rooms focusing on changes needed for the following topics. You will be using Padlet to write down and share ideas:

- 1. Recruitment 8 minutes
- 2. Profiles 8 minutes
- 3. Training requirements 8 minutes
- 4. Incenventives 8 minutes



## Activity - Round 1: Recruitment

Discuss in your group (8 minutes):

- What is the recruitment process at the moment?
- How could the recruitment procedure work more effectively?

& write down ideas on the padlet Changes - Recruitment

https://padlet.com/danyhausenrwth/xcfstd3h2bjpzjsu



## Activity - Round 2: Profiles

Discuss in your group (8 minutes):

- What to do to make the job profiles more clear and attractive?
- Any important aspects missing in the current data steward profile?

& write down ideas on the padlet Changes - Profiles

https://padlet.com/danyhausenrwth/n9bw6a3hs1io6mhi



## Activity - Round 3: Training requirements

#### Discuss in your group:

- How do we get to know special training needs and how to adapt to those needs?
- What is missing in current training? Any nice training you recommend?

& write down ideas on the padlet Changes - Training requirements

https://padlet.com/paulinelhenaff/c1goq7zs8gfevt69



## Activity - Round 4: Incentives

#### Discuss in your group:

- What are best practice examples on career tracks for data stewards?
- What rewards can we offer to make data stewardship more appreciated?

& write down ideas on the padlet Changes - Incentives

https://padlet.com/paulinelhenaff/x108uwhctjt5pzl1



## Wrap-up Competences 1/2

Thanks for all your input - obviously, our instruction wasn't watertight ;(

- 1. Policy & strategy: much time spent on developing DMP templates. Noone translates the RDM policy to data infrastructure and tools requirements.
- 2. Compliance: much time spent on ensuring compatibility of the RDM policy and monitors compliance. No time: mixed
- 3. Aligning with FAIR: much time spent on advising researchers on careful management of research data with the FAIR principles. No time: engaging researchers in developing metadata schemes and documentation standards to improve FAIR data and software



## Wrap-up Competences 2/2

- 4. Services: much time spent on assistance in executing data collection, description, cleaning, merging, licensing, sharing and use of metadata standards. No time: mixed
- 5. Infrastructure: much time spent on supporting access to data infrastructure and tools for RDM. No time spent on requesting and acquiring data infrastructure and tools for RDM within the institute.
- 6. Knowledge management: much time spent on ensuring a sufficient level of awareness among researchers and research support staff of the institute. No time: mixed
- 7. no input
- 8. no input



## Wrap-up Training

Thank you for the many suggestions that you provided in the chat on the (collection of) resources, courses and communities.

> Some will be used to improve the 23Things tool, which is a work in progress.

Good to see so many of you are using the resources where a lot of time and effort was/is needed to create/maintain them.



#### Suggestions from the chat regarding Resources, Courses and Communities:

Resources (other than the ones mentioned in previous slides)

- <a href="https://libguides.vu.nl/rdm">https://libguides.vu.nl/rdm</a> (also on privacy)
- RDM kit ELIXIR <a href="https://rdmkit.elixir-europe.org/">https://rdmkit.elixir-europe.org/</a>
- A Standard Operating Procedure at UMCG
- Guidelines provided by the library (VU University)
- Our domain specific document guiding researchers in how to archive (UvA)
- APH (A-UMC) quality hand book: <a href="https://aph-qualityhandbook.org/">https://aph-qualityhandbook.org/</a>
- Information on the DANS website <u>www.dans.knaw.nl</u>
- Contact the experts in the library of Wageningen University (WUR), they know everything!!
- Custom data template at: <a href="https://github.com/jdeplaa/open-data-template">https://github.com/jdeplaa/open-data-template</a> (input from SRON)
- Netherlands Code of Conduct for Research Integrity (NFU)
- https://fairplus.github.io/the-fair-cookbook/content/home.html
- <a href="https://rdmkit.elixir-europe.org/">https://rdmkit.elixir-europe.org/</a> life sciences
- Draft version of the FAIRsFAIR training handbook
- https://www.ejprarediseases.org/fair guidance/ this project has several training sessions, workshops, guidance and tools related to rare diseases data and registries FAIRification



### Suggestions from the chat regarding Resources, Courses and Communities:

Courses (other than the ones mentioned in previous slides)

- Helis course
- DCC Spring training:) announced in the RDM mailing list
- MOOC on Coursera on RDM <a href="https://www.coursera.org/learn/data-management">https://www.coursera.org/learn/data-management</a>
- Privacy in Research (SURF) <a href="https://maken.wikiwijs.nl/125518/Privacy">https://maken.wikiwijs.nl/125518/Privacy</a> in Research
- GCP: myGCP.nl
- Privacy-in-research-extern.umcg.nl
- A couple of internal trainings were mentioned (VU, UvA, Groningen and others)
- Data steward training EOSC Synergy
- EOSC Synergy RDM course
- information on privacy on our rdm website (UvA)
- UMCG learning platform
- Quality Private Data Training, as developed by 'In The Know', a UK based organisation, funded by people with decades of experience at the NHS.
- information on privacy in the VU RDM LibGuide
- the carpentries courses
- Tess portal for training for researchers as well (<a href="https://tess.elixir-europe.org/">https://tess.elixir-europe.org/</a>) (LSH)
- OpenAIRE How To Guides <a href="https://www.openaire.eu/guides">https://www.openaire.eu/guides</a>



## Suggestions from the chat regarding Resources, Courses and Communities:

Communities (other than the ones mentioned in previous slides)

- 4TU.RD
- RDM mailing list
- Health-RI, LCRDM
- DCC-po
- 4TU.ResearchData
- LCRDM mailing list
- SURF from training participants
- Domain specific: One of our datastewards (not here today) followed training at Helis Academy (LHS).
- Data Management Plan The Turing Way
- RDA IG of interest:

https://www.rd-alliance.org/groups/professionalising-data-stewardship-ig
https://www.rd-alliance.org/groups/education-and-training-handling-research-data.html
https://www.rd-alliance.org/group/education-and-training-handling-research-data-ig/wiki/ethrd-ig-focus-group-materials



## Wrap-up Career tracks

#### Recruitment

 Profile is vague / part of another job description, which does not fit with the reality of the job / recruited as researchers or research software engineers / hired in multiple roles / stop making it a project based position / Don't forget key skills such as communication / make description more attractive

#### Profiles

provide a career path / mention you can rely on a wider internal network of colleagues / change
the salary scale to make it more attractive / describe as sophisticated, well paid job/ stand alone
job, nothing tagged on / description of field /community you will work in/ make profile specific
on the department / presentation of role models / make job taken more seriously by
researchers, more recognized

#### Training

• Training needed in GDPR, ethics, FAIR, research integrity, good clinical practices / badges as recognition of certain skills /

#### Incentives

 Take example on consultancy & strategic positions / have a clear picture of possibilities to grow / be more recognised in the research work being done / make it permanent / resources for personal and work development