



Basic details

1. What is your name?
2. What group do you represent?
3. What is your role within the group?
4. How would you summarise the “unique selling point” of your group in a few sentences?

Group context

1. When and how did the group start?
 - a. Was some kind of business case needed?
 - b. What arguments / evidence were successful?
2. How is the group situated within the wider organisation (in terms of org chart)?
 - a. Who do you have formal (e.g. associate membership) or informal (e.g. communities of practice) relationships with?
 - b. How are you perceived by other parts of the organisation? (Do you know?)
 - i. What level and type of support does the group enjoy from the wider organisation?
3. How is the group governed?
 - a. Who decides what you work on?
 - b. Do you have any KPIs you have to meet, or formal reporting? If so, what?
 - c. How do you communicate your group’s mission/activities and the value of RTP contribution within and outside your institution?
4. What types of work does the group do (at a high level)?
5. Who does the group work with directly?

Group structure and careers

1. What roles and responsibilities exist within your group?
 - a. What professions do you have?
 - b. What seniority levels exist, and what kinds of extra responsibilities do more senior staff have?
 - c. Are there any other specialisations or groupings?
 - d. Are the varying expectations for these clearly defined?
 - e. How do these map onto formal job descriptions (and how were those determined)?
2. How big is the group?
 - a. What is the breakdown across role / profession / career stage?
 - b. What would you like it to be?
 - c. How have these changed over time?
3. How are projects and people managed?
 - a. How does line and task/assignment management interact?

- b. Do you have activities, services or technical domains that require management apart from project and people management?
 - 4. What opportunities are there for career progression within or beyond the group?
 - a. What are the mechanisms for progression? (E.g. apply for new role, direct promotion.)
 - b. What are the constraints on these? (E.g. funding, approvals needed.)
 - 5. What leadership training is available to staff?
 - a. What would you like to see? (E.g. what capabilities do your senior staff lack? What training do you think staff need to prepare them for more senior roles?)
 - b. How do you determine and track the development needs of your staff? (E.g. through competency / capability profiles.)
-

Operational / financial model

- 1. What type(s) of contract(s) are your staff employed on?
 - a. Permanent or fixed term? Secondments? Apprenticeships?
 - b. If in a university, academic or professional services?
 - 2. What flexible working options are you able to provide (e.g. part-time, hybrid/remote, compressed hours, informal ad-hoc arrangements) and who decides on these?
 - 3. What does your mix of funding sources look like (approximately)?
 - a. Do you receive any contribution to operational overheads, or is income typically for direct staff time only?
 - b. What non-staff budget do you have and where does this come from?
 - c. What flexibility do you have in making financial decisions? (E.g. do you need others' approval for all budget decisions? Are you held accountable for financial targets?)
 - 4. What kinds of work do you provide for free (at point of use), and what proportion is this of your total workload? Is "management time" included here?
 - 5. What kinds of work are paid for directly, and how are the rates for this calculated?
 - a. What does your recharge process / billing process look like, and how well does it work?
 - 6. What documented processes do you have for key operational activities?
 - a. How are these maintained and updated?
 - 7. What software tools are you using to help run your group?
 - a. How easy are they to adapt to your needs?
 - b. Do team members have/need training in using these?
-

Challenges

- 1. What are the main challenges currently facing your group?
- 2. What challenges have you overcome in getting here, and how?
- 3. What challenges do you envisage in the future?