



Content Options and Fees for RPM Training and Capacity-Building Services in 2025

In 2013, Prof. P. Alison Paprica (see Appendix) founded Research Project Management (RPM) to build project management and leadership capacity in the research sector. RPM helps research teams adapt and apply light-touch versions of project management tools and processes through webinars, one-on-one or small-group coaching sessions, and workshops for up to ~30 people, which include breakout groups and interactive activities.

Boxes 1 and 2 present the contents of RPM's most popular training sessions. Alternatively, research teams and host organizations can work with Prof. Paprica to develop customized webinars or workshops drawing on more than 35 hours of existing RPM training content (see Table 1).

In 2025, the fee is CAN\$ 1000 for the first hour of training and CAN\$ 500 for subsequent hours. Teams or organizations can also purchase additional services at the rate of CAN\$ 250 per hour (e.g., the provision of one-on-one advice or the development of customized fictional project examples to include in the workshop). Canadian clients are charged 13% HST.

Email info@researchpm.com to arrange a complementary 30-minute consultation.

Box 1: Three-Page Project Management (1.5-hour Webinar or 3-hour Workshop)

1. The work breakdown structure (WBS)– a one-page tool to establish a common high-level understanding of research scope expressed in terms of deliverables (workshops include a breakout group activity to create a WBS)
2. The deliverable-based Gantt chart – a one-page tool to describe when and how the deliverables of the research will come together (workshops include a breakout group activity to begin creating a deliverable-based Gantt chart)
3. The deliverable-based tracking sheet – a one-page tool to monitor and drive progress at a more granular level during the implementation phase of the research
4. Time for questions and answers with participants

Box 2: Core & Advanced Tools for Research Project Management (6-hour Workshop)

Module 1 (3 hours)

1. Distinguishing projects from operations with live polling activity
2. The project management mindset – DEFINE, then DELIVER
3. Scope and the work breakdown structure (WBS) (includes a breakout group activity)
4. The deliverable-based Gantt chart schedule (includes a breakout group activity)
5. The deliverable-based budget
6. The triple constraint of scope, schedule, and budget
7. Optional homework (when modules are one week or more apart)

Module 2 (3 hours the same day as Module 1, or up to 3 weeks later)

8. Optional review of 2-3 volunteer participants' homework
9. Transitioning from planning to implementation
10. Risk identification and management (including a breakout group activity and live polling)
11. Roles and responsibilities during project implementation
12. Monitoring and driving progress during project implementation
13. Workshop and project closure (includes live polling)
14. Question and answer session with participants

Table 1: Existing Training Content and Interactive Activities Developed by RPM

Seminar Topic	Optional Interactive Activity
1. Distinguishing projects from operations	Large group activity: distinguishing examples of projects from operations with live polling.
2. Context: why project management and leadership must be tailored for research	
3. The project management mindset: DEFINE, then DELIVER	
4. Scope and the work breakdown structure (WBS)	Breakout groups of 2-3 people develop a WBS for a real or fictional project. Optional homework: create a WBS for a real project.
5. Deliverable-based Gantt chart schedule	Breakout groups of 2-3 people use the WBS to develop a high-level deliverable-based Gantt chart, working backwards from the project completion date. Optional homework: create a deliverable-based Gantt chart for a real project.
6. Deliverable-based budget	
7. The triple constraint of scope, schedule, and budget	

Seminar Topic	Optional Interactive Activity
8. Using project management tools and processes to strengthen grant applications	
9. Risk identification and risk management	One to 1.5 hours (depending on the total length of training) interactive exercise where small groups brainstorm negative risks, large group votes to identify the most important negative risks, and small groups develop possible risk responses. Optional homework: prepare a table with 4-7 negative risks for a research project and, for each risk, estimate the likelihood and impact, and identify possible risk responses.
10. Partner and stakeholder engagement and communications	Large or small group brainstorming to identify key partners and stakeholders, with possible breakout groups for participants to identify the interests/needs of specific partners and stakeholders and ways to address those needs.
11. Transitioning from planning to implementation	Large group brainstorming about what might change between when a research proposal is developed/ submitted and when it is funded.
12. Project implementation roles and responsibilities	Optional homework: (i) add the Lead's initials to each workstream and deliverable on a WBS and/or (ii) create a RACI for an actual project.
13. Light-touch project monitoring and control with a tracking sheet	
14. Status reports	
15. Project and program governance and decision-making	
16. Project meetings	Entertaining, two-part simulated meeting exercise to help people learn how to chair meetings, including when disruptive participants are present.
17. Closing projects and lessons learned	Individual brainstorming followed by a large group discussion about participants' personal key takeaways from the training.
18. "Planning for Sustainability": using project management tools and processes to take research study findings and prototypes all the way to sustainable implementation	

Seminar Topic	Optional Interactive Activity
19. Different skills and approaches for applying project management in the public, private, and not-for-profit sectors	
20. Beyond tools and processes – interpersonal skills for project managers and research leaders	Group discussion of possible responses to challenging project leadership and management scenarios that require strong interpersonal skills.
21. A 20,000-foot overview of tools and processes to manage and lead research projects	
Host organizations may choose to devote a portion of the training time for their staff or senior leaders to present examples of successful internal project management practices and/or host organization strategic priorities and/or tools, processes and supports for project management and leadership.	

Appendix

P. Alison Paprica, PhD, PMP, Highlights of Qualifications and Experience

- Principal, Research Project Management (RPM) – a sole proprietorship founded in 2013 that provides training, strategic advice, consulting, and facilitation services focused on the leadership and management of research and evaluation projects and programs.
- Author of [*Research Project Management and Leadership: A Handbook for Everyone*](#) (University of Toronto Press, 2024).
- Early adopter of project management, among the first 3% of the 1.4 million people who hold Project Management Professional (PMP) certification globally.
- Developed and delivered courses and workshops focused on the leadership and management of research to over 1,700 learners at the University of Toronto and for Canadian federal research funders (e.g., CIHR Health System Impact Fellows, SSHRC Partnership Grant Start-up meeting and NSERC-funded CREATE programs), among others.
- Former Director, Planning, Research and Analysis Branch, Ontario Ministry of Health (2010-2013) responsible for up to \$60 million of annual research funding and extensive knowledge translation and exchange activities to bring research evidence into policy and practice.
- Thirteen years of employment within the Ontario Public Service focused on research funding, innovation policy, and evidence-informed policy.
- Seven years of experience working in international pharmaceutical R&D, including six months at Astra Pharma's R&D headquarters in Sweden.
- Co-investigator, Principal Applicant, or Co-Applicant on 13 awarded Canadian federal research grants totaling over \$80 million.
- Thirty-three (33) peer-reviewed published journal articles, first or last on author on 14 of the publications.
- Peer reviewer for leading scientific journals including PLOS, Nature, Science, British Medical Journal, and the Journal of the Canadian Medical Association.
- Member of the CIHR College of Reviewers, the International Advisory Board for Health Data Research UK, the Strategic Advisory Council of the Office of the Information and Privacy Commissioner of Ontario, and a member of review committees for multiple provincial, national, and international research funding competitions.
- Academic appointment as Professor (Adjunct) and Senior Fellow at the Institute for Health Policy, Management and Evaluation at the University of Toronto with cross-appointment to the Department of Laboratory Medicine and Pathobiology in the Faculty of Medicine.