

A Manifesto for Rewarding and Recognising Team Infrastructure Roles

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A Manifesto for Rewarding and Recognising Team Infrastructure Roles

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Who or what are "Team Infrastructure Roles"?



laboratory technicians,
project managers, grant
officers, finance managers,
privacy officers, patent
officers, internal review
board members, librarians,
programme manager, IP
managers, data stewards,
data managers, community
managers, research software
engineers, data wranglers ...

[Whitaker 2023](#)



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Am I a researcher?

- ✓ “The [board] usually selects people who have completed a PhD, **conduct independent research**, and have at least a handful of first author articles...”
- ✓ “...is an active researcher...”
- ✓ “According to the guidelines, the **main applicant must be a researcher...**”



Team Infrastructure Roles (TIRs)

Those who **contribute** to the research process but who are not **incentivised** by participation in the credit economy (AKA academic papers)

They play a **structural** role in the research process



Benefits of TIRs for research

- ✓ Increased specialist expertise
- ✓ Ability to tackle more complex challenges
- ✓ More diverse perspectives contributing to research
- ✓ Improved productivity and processes



Emerging Challenges

- ✓ Lack of autonomy
- ✓ Limited formalisation of career pathways
- ✓ Prejudice against TIR activities and career choices
- ✓ Recognition of TIR contributions



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Our envisioned future

Pathways forward

Focus on the **process**, not the outcomes

An expansive system for **recognising contributions**

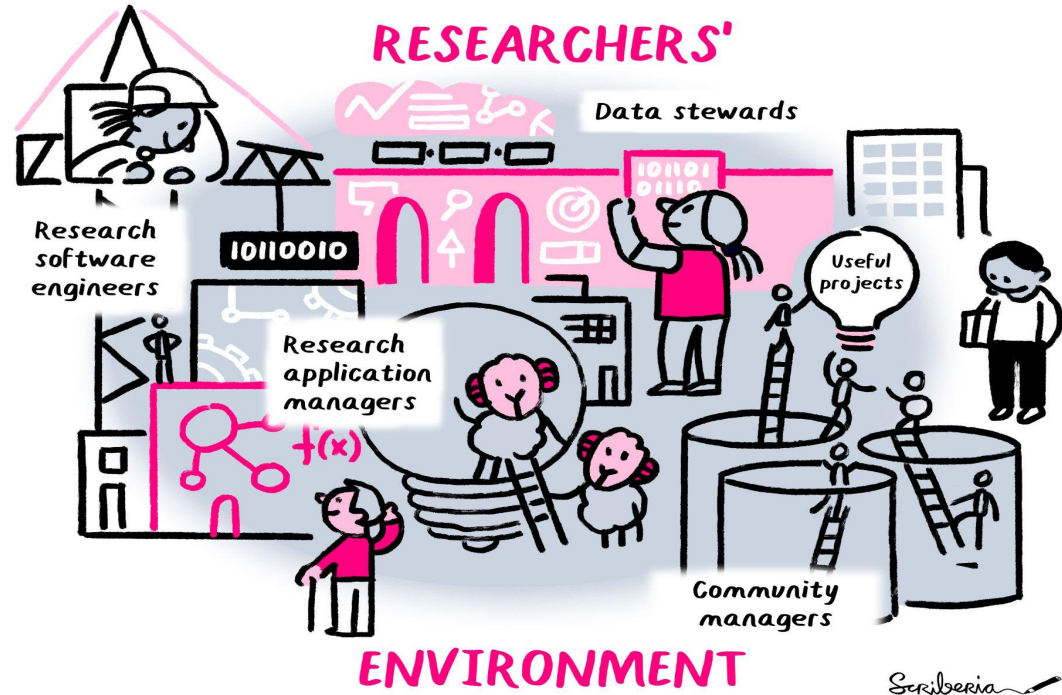
A system to **validate research outputs**

Standardised roles and pathways for **career development**



The Turing Way: Contribute Your Role!

Research
Infrastructure
Roles



In summary

- ✓ Focusing beyond papers to processes and broader contributions will benefit those working in TIRs and the wider research ecosystem



“We can't expect individuals to be able to perform all the tasks [of academia] to the highest standard”

- Kirstie Whitaker, 2023



How should we
remake the system so
that diverse roles are
truly seen as integral
participants in
research?



Thank you!

- ✓ The TIR team
- ✓ *The Turing Way*, OLS, and wider open science communities
- ✓ [Turing Way illustrations by Scriberia](#)

