

Karriereutvikling  
og kultur

ERA 17, RM  
Roadmap og din  
egen karriere

*Samspill i kunnskapssamfunnet*

**ERA 17, hvorfor og hvordan  
- og hva skjer i Norge?  
Ragnar Lie, UHR**

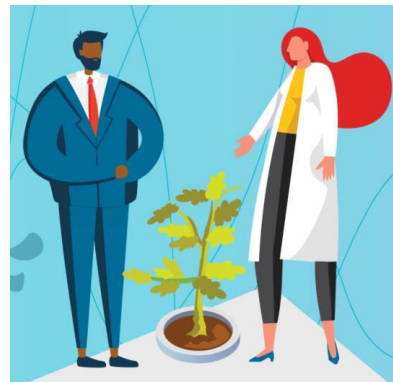
# ERA Policy Agenda

## DEEPENING A TRULY FUNCTIONING INTERNAL MARKET FOR KNOWLEDGE

1. Open sharing of knowledge, incl. EOSC
2. Data legislation fit for research
3. Reform of research assessment
4. Strengthen research careers
5. Gender equality and inclusiveness
6. Protect academic freedom
7. Better knowledge valorisation
8. Research infrastructures
9. International cooperation, reciprocity

## TOGETHER FOR TWIN GREEN AND DIGITAL TRANSITION, AND INCREASING SOCIETY'S PARTICIPATION IN THE ERA

10. R&I Missions and Partnerships for ERA
11. Green energy transformation
12. Transition of industrial ecosystems
13. Empower higher education institutions
14. Bring science closer to society



## AMPLIFYING ACCESS TO RESEARCH AND INNOVATION EXCELLENCE ACROSS THE UNION

15. Regional and national R&I ecosystems
16. EU-wide access to excellence
17. Strategic capacity of public RPOs/RFOs  
«The Research Management Initiative»

febr 2023

## ADVANCING CONCERTED R&I INVESTMENTS AND REFORMS

18. Coordination national support for ERA
19. ERA monitoring mechanism
20. Prioritisation and coordination of R&I investments and reforms

# Norsk deltakelse i ERA-tiltak

## Mål:

1. Bidra til en utvikling av ERA i tråd med norske interesser
2. Styrke det nasjonale forsknings- og innovasjonssystemet, inkludert bedre koblinger til politikk for høyere utdanning og industri og næringsliv
3. Bidra til omstillinger i samfunnet og næringslivet, særlig grønt og digitalt skifte
4. Forsterke eksisterende, norske initiativer og utvikle synergier med disse, særlig Langtidsplanen for forskning og høyere utdanning 2023-32.

- Norge meldte interesse for å delta i 17 ERA-tiltak innen fristen 30. juni 2022
- Vi meldte oss også inn i følgende ERA-tiltak våren 2023:
  - **11.3: ERA4FutureWork**
  - **14.2: Europeiske vitenskapsbyer**
  - **17: Forskningsadministrativ støtte**



An isometric illustration featuring a lighthouse with a red and white striped body and a glowing yellow lantern room, situated atop a blue globe with white grid lines. A path of white, 3D rectangular blocks leads from the bottom left towards the lighthouse. Seven diverse people are walking along this path: a graduate in a blue jacket and cap, a man in a yellow shirt holding a tablet, a woman in a white lab coat holding a tablet, a woman in a white lab coat with a red bag, a woman in a red dress, and a man in a blue suit. A small green plant in a pot sits on one of the blocks. The background is a light blue sky with faint, abstract white lines and a large, glowing yellow sun or light source behind the lighthouse.

*The new European  
Research Area*

# **ERA Policy Agenda: Implementing Action 17**

*European Commission, DG R&I,  
R&I Actors and Research Careers*



European  
Commission

## Prioritet 17

# Research Management Initiative

**Aim:** contribute to improve the European R&I system across the entire ERA, by [strengthening the capacity for research management](#) in Europe's public research performing & funding organisations

**Expected outcome** (*see Council Conclusions*):

*“By end of 2024, involvement of at least 100 participating public research performing and funding organisations and their research management staff in the training and networking programmes.”*

### Research Management Initiative

- **Upskilling:** improve training and skills of research management staff
- **Recognition:** contribute to professionalization
- **Networking:** support best-practice exchange
- **Capacity building:** support less R&I intense regions and organization

Source: ERA Agenda  
Action 17 Presentation  
by Stijn Delauré, RM  
Roadmap KOM, 8 Sept  
2022 (European  
Commission)

# Nasjonal handlingsplan for Det europeiske forskningsområdet 2022-24

Formålet med planen er å:

- Synliggjøre hvordan de ulike ERA-tiltakene vil følges opp både på europeisk og nasjonalt nivå og relevans for pågående policyprosesser
- Etablere et utgangspunkt for koordinering og monitorering
- Ny versjon 4. mars 2024, inklusive norsk deltakelse i ERA 17





## Handlingsplanen, s. 30:



**ERA-tiltak 17** betegnes «Det forskningsadministrative initiativet», og er rettet mot et behov for å styrke den strategiske kapasiteten til forskningsfinansierende og -utøvende organisasjoner i Europa, særlig gjennom å styrke forskningsstøttefunksjoner. Profesjonalisering av slik støtte er generelt viktig, og kan både understøtte iverksettelse av andre ERA-tiltak og styrke deltakelse i rammeprogrammet. Initiativet innebærer tiltak på fire områder: i) kompetanseheving, ii) anerkjennelse, iii) nettverksbygging og iv) kapasitetsbygging.

### Ansvarlig for norsk oppfølging

- Kunnskapsdepartementet

Tilknyttet

- Universitets- og høyskolerådet (UHR)

### Deltakelsen skal:

- bidra til utvikling av politikk og tiltak for styrket forskningsadministrativ støtte i ERA og nasjonalt

### Norsk relevans/synergier

Norsk deltakelse skal ses i sammenheng med og forsterke:

- Kompetansebygging og nettverksaktiviteter hos forskningsutførende og -finansierende aktører, gjennom blant annet Norsk nettverk for forskningsadministrasjon (NARMA) i regi av UHR
- Norsk oppfølging av de europeiske universitetsalliansene og den europeiske kompetanseagendaen av 30. juni 2020
- Nasjonal karrieropolitikk

### Tiltak for god norsk oppfølging og utnyttelse

#### ERA-tiltak 17 – Styrke den strategiske kapasiteten til offentlige forskningsutførende organisasjoner i Europa

- utnytte etablerte strukturer som NARMA for godt samspill mellom det europeiske og nasjonale nivået

- vurdere aktuelle tiltak i forskningsutøvende sektor innenfor de fire områdene som kan styrke den nasjonale kapasiteten for forskningsadministrativ støtte
- ivareta synergier med andre ERA-tiltak, særlig 1, 2, 3, 4, 5, 7, 8, 9, 15 og 16

# Organisering av ERA 17-arbeidet i UHR/NARMA

- NARMA er «brohode» for ERA-17 i Norge
- Koordineres fra UHR, knyttet til UHR-Forskning
- Bidrag fra Hiwa Målen, UiB, Hege Nedberg, Kartverket og Nichole Silva Elgueta, UiA, i samråd med disse institusjoner
- Dette innebærer bl.a.
  - Bidrag til oppfølging av KDs og EU-kommisjonens aktiviteter, møter og utforming av innspill og policydokumenter
  - Deltakelse i og bidrag til utvikling av RM-Roadmap-prosjektet, koordinert av EARMA



Foto: David Gubler/Bahnbilder.



# Timeline towards the next ERA Policy Agenda 2025-27

2023

**Starting 25 May:**  
ERA Forum - First ideas for actions/ gap analysis

Launch call for new actions in MS and SHs at national level; MS can add input to the existing gap analysis

**7 July:**  
ERA Forum - structure of ERA Policy Agenda

Discussion of draft EU-level report 2023 and Pilot Country Report 2023.

**7 September:**  
ERA Forum - preparation of ERAC discussion; draft explanatory documents of new actions

Presentation of new action proposals based on input from MS, SHs and other governance bodies.

Discussion of draft Scoreboard & draft Dashboard;

**9 October:**  
ERAC - discussion on ERA policy narrative

**26 October, 16 November, 13 and 14 December:**  
ERA Forum - list of ERA actions + outcomes, preparation of explanatory documents

Publication of EU-level report 2023 (tbc, Q4 2023)

Launch policy platform (tbc)

Publication of Scoreboard 2023 and Dashboard 2023

2024

**Q1-Q3:**  
ERA Forum - list of ERA actions + outcomes, preparation of explanatory documents

Publication of Country Reports 2023

**25-26 March:**  
ERAC - preparation of opinion

**Q2:**  
ERAC - opinion on list of actions

**September (tbc):**  
ERA stakeholders conference to engage broader community

**Q3-4:**  
Council - potential adoption of conclusions on ERA state of play

**Q4 2024/Q1 2025:**  
Commission - launch of interservice consultation

Publication of Scoreboard, Dashboard and Country Reports 2024 (tbc)

2025

**Q1:**  
Commission proposal for a Council Recommendation

**Q1-2:**  
Council - negotiation and adoption





# HORIZON EUROPE

Investing in  
**OUR FUTURE** together

#HorizonEU

EUROPEAN UNION



## A changing landscape

**Hiwa Målen, PhD**

RM roadmap ambassador

Senior research advisor

Department of research and innovation

University of Bergen

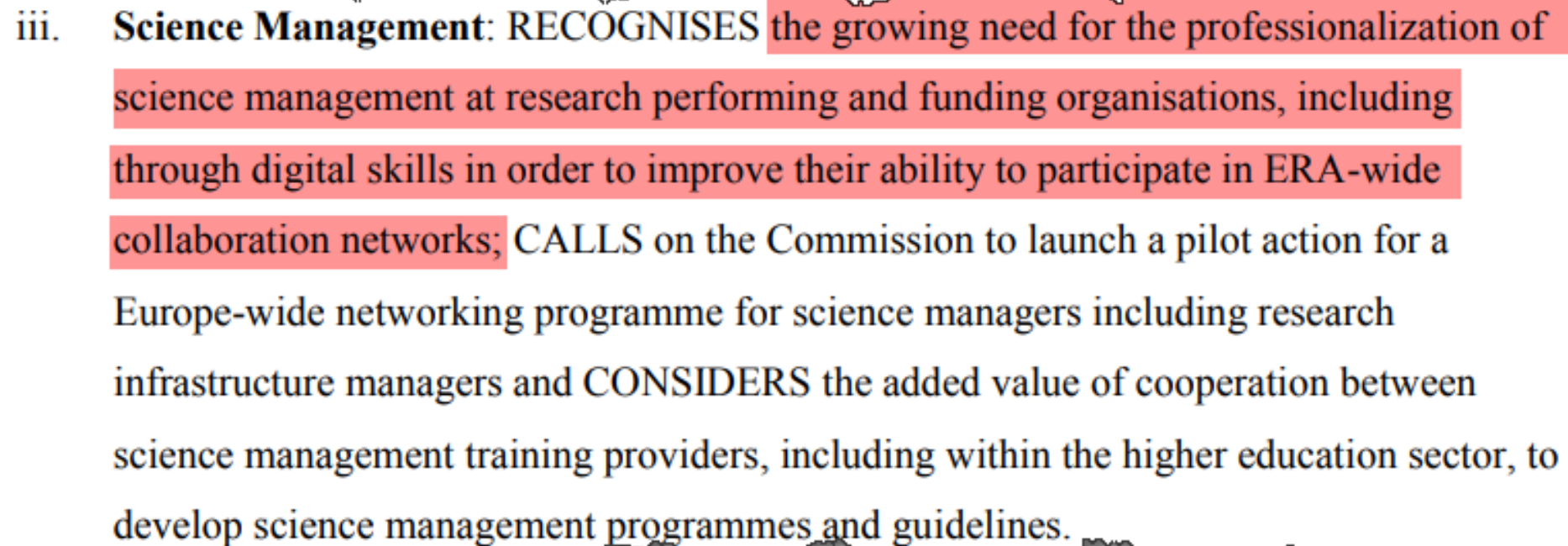
13.03.2024



# The EU and ERA momentum

Council conclusions on ERA, 1 dec,2020

<https://data.consilium.europa.eu/doc/document/ST-13567-2020-INIT/en/pdf>

- 
- iii. **Science Management:** RECOGNISES the growing need for the professionalization of science management at research performing and funding organisations, including through digital skills in order to improve their ability to participate in ERA-wide collaboration networks; CALLS on the Commission to launch a pilot action for a Europe-wide networking programme for science managers including research infrastructure managers and CONSIDERS the added value of cooperation between science management training providers, including within the higher education sector, to develop science management programmes and guidelines.

# ERA Action 17: “Enhance the strategic capacity of Europe’s public research performing and funding organisations”

**Aim:** contribute to improve the European R&I system across the entire ERA, by **strengthening the capacity for research management** in Europe’s public research performing & funding organisations

**Expected outcome** (see *Council Conclusions*):

*“By end of 2024, involvement of at least 100 participating public research performing and funding organisations and their research management staff in the training and networking programmes.”*

## Research Management Initiative

- **Upskilling:** improve training and skills of research management staff
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Source: ERA Agenda  
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2022 (European  
Commission)

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 PROJECT

RM ROADMAP CREATING FRAMEWORK CONDITIONS FOR RESEARCH MANAGEMENT TO STRENGTHEN THE EUROPEAN RESEARCH AREA

ID: 101058475

From: 1 September 2022 to: 31 August 2025


RM ROADMAP (Creating Framework Conditions for Research Management to Strengthen the European Research Area) will create a roadmap for the future of research management (RM) in Europe and a community to support its delivery. To enhance access to excellence, the overarching...

Coordinated in: Belgium

Programme: [Careers and universities](#), [Reforming and enhancing the European R&I System](#)

Last update: 10 March 2023

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 PROJECT

Cardea CARDEA - Career Acknowledgement for Research (Managers) Delivering for the European Area

ID: 101058572


From: 1 June 2022 to: 31 May 2026

Cardea is the Roman Goddess of door pivots, ideal to describe our project to develop Research Managers (RM) who strengthen Europe's R&I excellence through a diverse set of support roles and responsibilities. Research Management as a profession is almost invisible from policy...

Coordinated in: Ireland

Programme: [Careers and universities](#), [Reforming and enhancing the European R&I System](#)

Last update: 10 March 2023

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# Co-creating the future of Research Management

**Creating Framework Conditions for Research Management to Strengthen the European Research Area**

RM Roadmap is a pan-European community of research management excellence, coming together over three years to define a roadmap for our profession. A short description of the project and its objectives can be found in the [project workflow](#).

Follow our socials, sign up for updates or check back for news of our forthcoming Knowledge and Community Platform, Ambassador Network and other crucial outputs from our project.

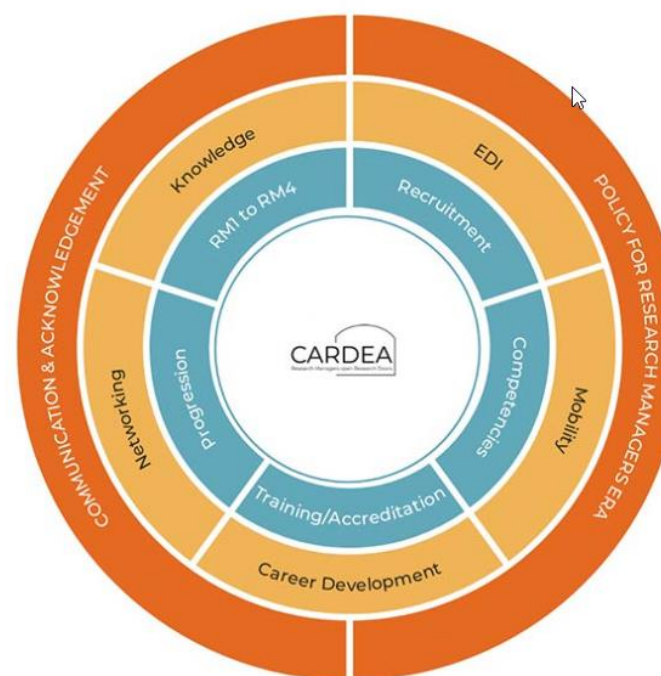
[RM ROADMAP Project Home](#)

CARDEA MATRIX

## About CARDEA

CARDEA is a group (many of us HR Professionals) with a proven track record in the delivery of initiatives to support research staff within our own universities and organisations. This website is for those research managers or anyone with an interest in the development and acknowledgement of the careers of research managers in Europe.

Find out more →



# CORDIS

## EU research results



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PROJECT

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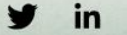
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[RM ROADMAP Project Home](#)



# Alignment: Needs defined by the community vs Research Management Initiative priorities

iii. **Science Management:** RECOGNISES the growing need for the professionalization of science management at research performing and funding organisations, including through digital skills in order to improve their ability to participate in ERA-wide collaboration networks; CALLS on the Commission to launch a pilot action for a Europe-wide networking programme for science managers including research infrastructure managers and CONSIDERS the added value of cooperation between science management training providers, including within the higher education sector, to develop science management programmes and guidelines.



Lack of training and networking

Lack of appropriate career paths

Lack of enough capacity

Lack of recognition

## Research Management Initiative

- **Upskilling:** improve training and skills of research management staff
- **Recognition:** contribute to professionalization
- **Networking:** support best-practice exchange
- **Capacity building:** support less R&I intense regions and organization

RM Roadmap



# **RM Roadmap objectives**

## Creating Framework Conditions for Research Management to Strengthen the European Research Area

Connect new and existing networks on a community platform to:

- create a bottom-up consensus about the future of RM.
- inform about the existing training, networking, funding and mobility opportunities.

Clarify the role and potential for Research Managers :

- Efficiency & Effectiveness,
- Quality Control,
- Reducing administrative, burden for researchers,
- Trust and accountability.

# RM Roadmap Co-Creation

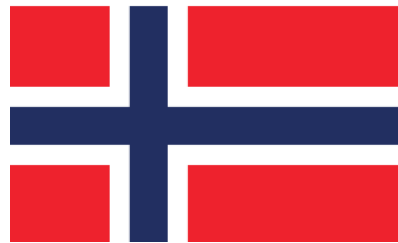
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See the full RM Roadmap  
timeline [here](#)



# RM Roadmap National Ambassadors

About 114 National  
Ambassadors for 40  
countries



Hiwa Målen, UiB

Nichole De Silva, UiA

Ragnar Lie, UHR

Hege Nedberg, Kartverket

**RM** ROADMAP  RM-ROADMAP project has received funding from the European Union's Horizon Europe programme under grant agreement number 101058475.

**List of RM Roadmap (National) Ambassadors and Associate Ambassadors**

RM Roadmap Ambassadors inform their national/local communities about the RM Roadmap project based on information given by the RM Roadmap consortium partners.

The ambassador/associate is not officially representing the RM Roadmap project or consortium and cannot make any commitments of any kind on behalf of the consortium. Please note that country groupings are based upon a match between contact partners and the relevant research management skillsets and are not geographically or politically selected. All ambassadors and their countries were selected in accordance with experience and connectivity to existing research management networks.

**Albania** 🇦🇱

**Ambassador(s):**

- Eriona Shtembari, Hydrowater Albania, [shtembarieriona@gmail.com](mailto:shtembarieriona@gmail.com)
- Sonila Hasaj, UBO Consulting, [sonila.hasaj@live.fr](mailto:sonila.hasaj@live.fr)

**RM Roadmap Contact Partner:**

- Virág Zsár, HETFA, [rm-roadmap@hetfa.hu](mailto:rm-roadmap@hetfa.hu)

**Austria** 🇦🇹

**Ambassador(s):**

- Aron Wittfeld, University of Vienna, Faculty of Social Sciences, [aron.wittfeld@univie.ac.at](mailto:aron.wittfeld@univie.ac.at)
- Bruno Wöran, woe4Uconsult, [bwoeran@gmx.eu](mailto:bwoeran@gmx.eu)

**Associate Ambassador(s):**

- Niall O'Brien, Institute of Science and Technology Austria (ISTA), [niall.obrien@ista.ac.at](mailto:niall.obrien@ista.ac.at)

**RM Roadmap Contact Partner:**

- Laura Macdonald, ASTP, [laura.macdonald@astp4kt.eu](mailto:laura.macdonald@astp4kt.eu)


Full list available [here](#)

# RM Roadmap Thematic Ambassadors

➤ 35 Ambassadors and Associate Ambassadors for the following Thematic Areas:

1. Research Policy and Strategy Officer/Advisor
2. Research Grant Officer/Adviser (Pre-Award)
3. Research Project Manager (Post- Award)
4. Research Impact Officer/Advisor
5. Research Knowledge & Technology Transfer Officer
6. Research Training, Research Career Development Expert/ Officer
7. Research Ethics and Integrity Officer/ Advisor
8. Research Infrastructure Officer/Manager
9. Research Data and Information Officer/Manager
10. Research Evaluation and Assessment Expert

Full list available [here](#)




The poster features the 'RM ROADMAP' logo at the top left, with the 'ROADMAP' part in a smaller, lighter font. To the right is the European Union flag and a text box stating: 'RM-ROADMAP project has received funding from the European Union's Horizon Europe programme under grant agreement number 101058475.' Below this is a dark blue rounded rectangle with the title 'List of RM Roadmap (Thematic) Ambassadors and Associate Ambassadors'. Underneath is a light blue rounded rectangle containing a disclaimer: 'The Ambassador/associate is not officially representing the RM Roadmap project or consortium and cannot make any commitments of any kind on behalf of the consortium. All ambassadors and their thematic groups were selected in accordance with experience and connectivity to existing research management networks.' The poster is divided into two main sections, each starting with a small icon and a title. The first section is for 'Research Policy and Strategy Officer/Advisor' and lists an Ambassador (Adele Del Bello) and an Associate Ambassador (Mariangela Lupo). The second section is for 'Research Grant Officer/ Adviser (Pre-Award)' and lists an Ambassador (Marco Berzano) and an Associate Ambassador (Cristina Bartocci). Both sections also list an 'RM Roadmap Contact Partner' (EARMA).

**RM ROADMAP**

RM-ROADMAP project has received funding from the European Union's Horizon Europe programme under grant agreement number 101058475.

**List of RM Roadmap (Thematic) Ambassadors and Associate Ambassadors**

The Ambassador/associate is not officially representing the RM Roadmap project or consortium and cannot make any commitments of any kind on behalf of the consortium. All ambassadors and their thematic groups were selected in accordance with experience and connectivity to existing research management networks.

 **Research Policy and Strategy Officer/Advisor**

**Ambassador(s):**


- Adele Del Bello, RESTART Foundation, [adele.delbello@fondazione-restart.it](mailto:adele.delbello@fondazione-restart.it)
- Cristina Manjón Castro, Blanquerna Foundation, [cristinamanjoncastro@gmail.com](mailto:cristinamanjoncastro@gmail.com)

**Associate Ambassador(s):**

- Mariangela Lupo, Università degli Studi di Bari Aldo Moro, [mariangela.lupo@uniba.it](mailto:mariangela.lupo@uniba.it)
- Linda Margaret Warnier, UC Louvain, [linda@warnier.net](mailto:linda@warnier.net)

**RM Roadmap Contact Partner:**

- EARMA: [projects@earma.org](mailto:projects@earma.org)

 **Research Grant Officer/ Adviser (Pre-Award)**

**Ambassador(s):**

- Marco Berzano, Università Politecnica delle Marche, [m.berzano@univpm.it](mailto:m.berzano@univpm.it)
- Bedanna Bapuly, Austrian Academy of Sciences, [bedanna.bapuly@oeaw.ac.at](mailto:bedanna.bapuly@oeaw.ac.at)

**Associate Ambassador(s):**

- Cristina Bartocci, Institut Curie Research Center, [cristina.bartocci@curie.fr](mailto:cristina.bartocci@curie.fr)
- Elena Sultana, University of Malta, [elena.sultana@um.edu.mt](mailto:elena.sultana@um.edu.mt)

**RM Roadmap Contact Partner:**

- EARMA: [projects@earma.org](mailto:projects@earma.org)

# What can you expect from RM Roadmap?

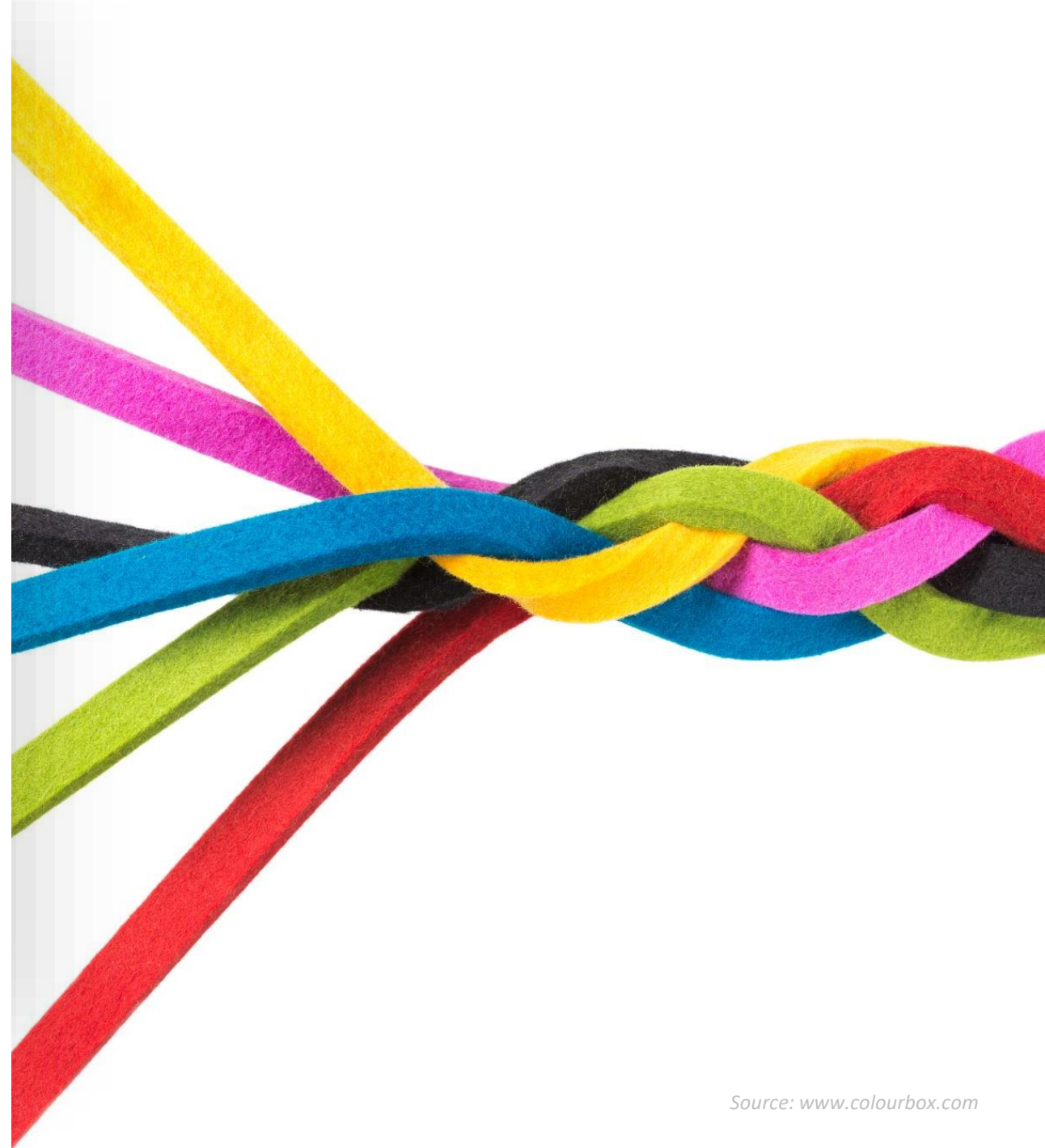
- Community perspective from across Europe;
- Preliminary data about Norway and the other countries starting beginning of 2024;
- Overview of training, networking, mobility, funding opportunities;





# How to engage: Cocreation

- National and thematic communities
- National: all interested countries from the European zone (40+)
- How?
  - Every group will have an ambassador,
  - Every group will have a community space,
  - Consortium will start a discussion in all community spaces simultaneous,
  - Ambassador will form a consensus document,
  - All group members can vote to support, not support or abstain the document.





**EARMA Conference**  
**2024**

**Odense, Denmark**

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**#EARMAconference**

**EARMA**

EUROPEAN ASSOCIATION OF  
RESEARCH MANAGERS AND ADMINISTRATORS

earma.org

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European Association of Research Managers and  
Administrators (EARMA)

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[www.earma.org/roadmap/register](http://www.earma.org/roadmap/register)

## RM Roadmap Groups



All Groups

Country Community

Thematic Community

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Albania

Albania

This is the RM Roadmap Country Community for Albania.

2 Total Sessions

2 Comments

2 Active sessions

4 Resources



Austria

Austria

This is the RM Roadmap Country Community for Austria.

2 Total Sessions

14 Comments

2 Active sessions

2 Resources



Belgium

Belgium

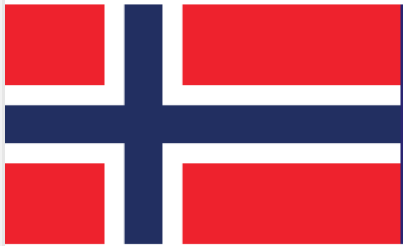
This is the RM Roadmap Country Community for Belgium.

2 Total Sessions

11 Comments

2 Active sessions

0 Resources



Norway



All Groups / Group Sessions

Sessions

Consensus Documents

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Session Announcements

All groups

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(2)

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Category

Tags:

Tag

Group Announcements (5)

### Poll on 1st Consensus document now open

Draft 10/23

A poll on the 1st co-creation session for the Norwegian group is now open. You can engage by casting your vote!

The purpose of the document is to reach consensus about the understanding of the Norwegian landscape about existing national networks and associations. You can find the document and poll in the menu titles above.

The poll will be closed on November 10th 2023.

Pinned

### Co-Creation Session 1: Understanding the landscape: National Networks and Associations

Session ID: 33

This is the first cocreation session. Please enter here, read the instructions carefully and start contributing. Please invite colleagues to join to create a strong research management community voice.

Discussion Open

15 Comments  
84 Views  
3 Likes

Create a session

Add announcement

Notifications



Draft Session(s)

Co-Creation Session 2: Who are Research Managers/ Skills and Competences

Latest Documents

Consensus Document for Country Community Norway

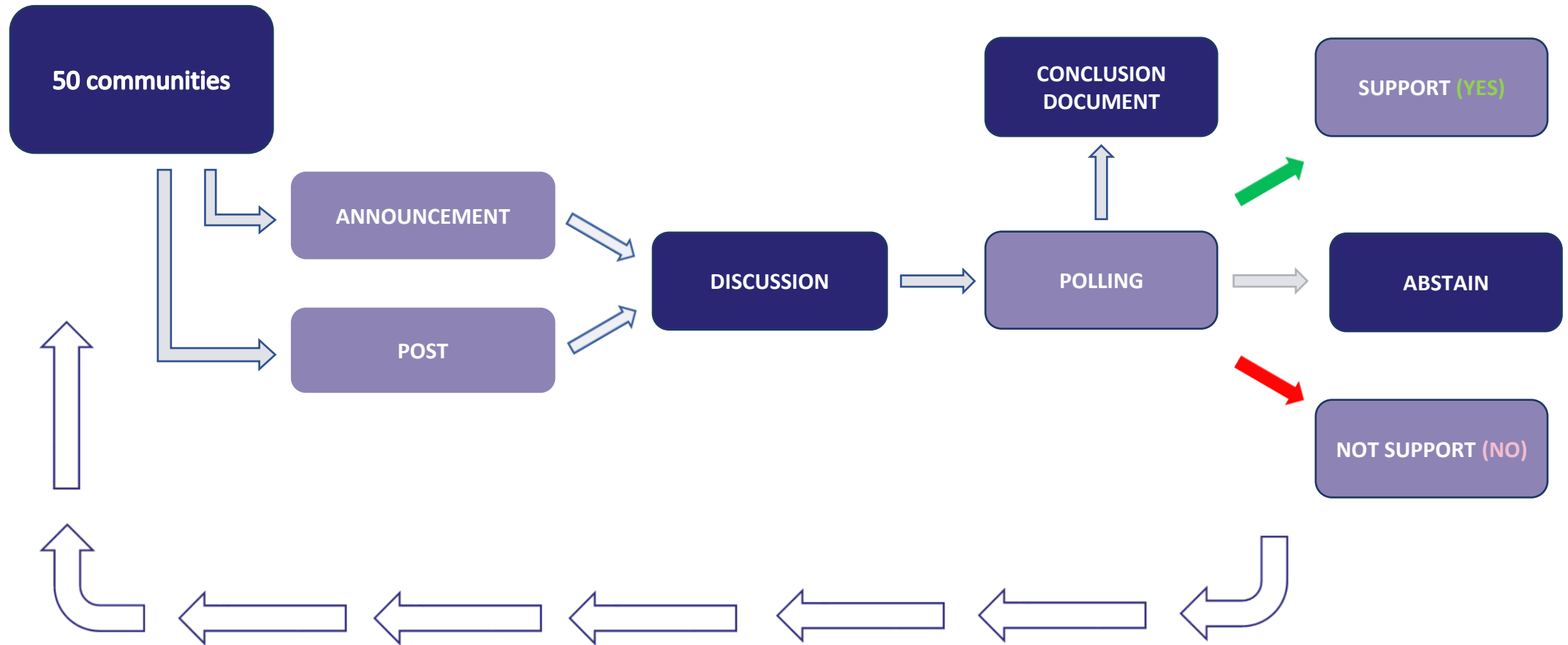
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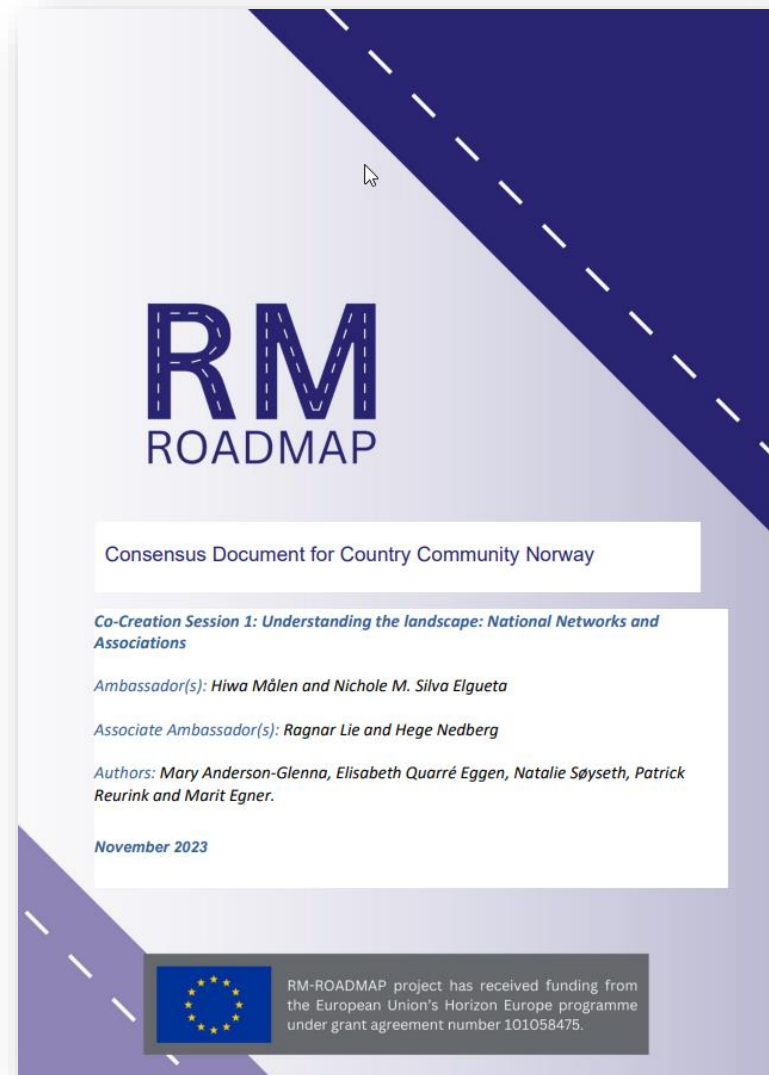
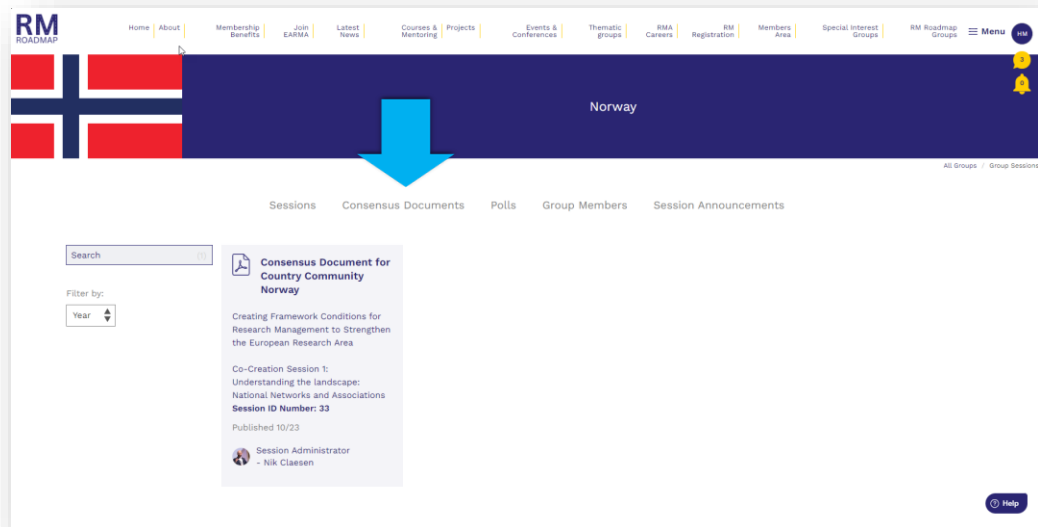
Co-Creation Session 1: Understanding the landscape: National Networks and Associations

Help



# Co-creation process







## 2nd RM Roadmap Ambassador

**Wednesday, March 13, 2024**

09:00- 17:00 UTC (Lisbon Time)

**Venue:** Auditório A, Reitoria, Universidade NOVA  
Campus de Campolide,  
Lisbon, Portugal



RM-ROADMAP project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement number 101058180.

**Wednesday, March 13, 2024**  
Session Open to RM Roadmap Ambassadors  
**Registration**

**09:00 – 09:30 UTC**

Registration and morning coffee

**09:30 – 11:00 UTC**

**Moderator:** Cristina Oliveira, Director of Information Management School

**Speakers:**

**Official opening**

Hélder Lopes, Director of Research and Innovation

Diego Costa Pinto, Vice-dean of the Faculty of Sciences

**Implementing the ERA Policy**

Marc Mattis, Policy Officer, ERA

**Creating Framework Conditions for the European Research Area**

Nik Claesen, Managing Director of the ERA

**Career Acknowledgement – CARDEA project**

Marilou Ramos Pamplona, FCT

**11:00-11:30 UTC**

Break

**Wednesday, March 13, 2024**  
Session Open to RM Roadmap Ambassadors

**11:30-12:30 UTC**

**Results from the RM Roadmap**  
The session will be accessible online.

**Moderator:** Nik Claesen, Managing Director of the ERA

**Speakers:**

Nik Claesen, Managing Director of the ERA

Virág ZSÁR, Expert of Internal Policy at the Institute for European Policy

Cristina Oliveira, MagIC research manager at the Management School

**12:30-13:45 UTC**

Lunch

**13:45-14:45 UTC**

**Interactive session with RM Roadmap Ambassadors**  
The group discussion session will be accessible online.

In this session, we will address the following topics:

- What are the lessons learned from the ERA Landscape: National Network
- What best practices or challenges are you facing?
- How to strategically guide/

**Wednesday, March 13, 2024**

**14:45-16:00 UTC**

**Interactive Session: from Co-creation to Policy**  
The group discussion session will NOT be accessible online.

**Moderator:** Marta Agostinho, EU-LIFE Executive Director

Explore the power of individuals to influence policy change in research management.

Identify strategies for fostering institutional, national and international policy-making.

**16:00-16:30 UTC**

Break

**16:30-17:00 UTC**

**Reflections from the day and next steps**  
The session will be accessible online.

**18:15 UTC**

Lisbon downtown tour (at participant's own expense)

**19:30 UTC**

Networking dinner (covered and included in the programme)

Restaurante Zambeze Address: Calçada Marquês de Tancos – Edifício EMEL, Mercado Chão do Loureiro, Lisboa.

# Resources

<https://www.rmroadmap.eu/>

<https://www.rmroadmap.eu/faqs>

<https://earma.org/>

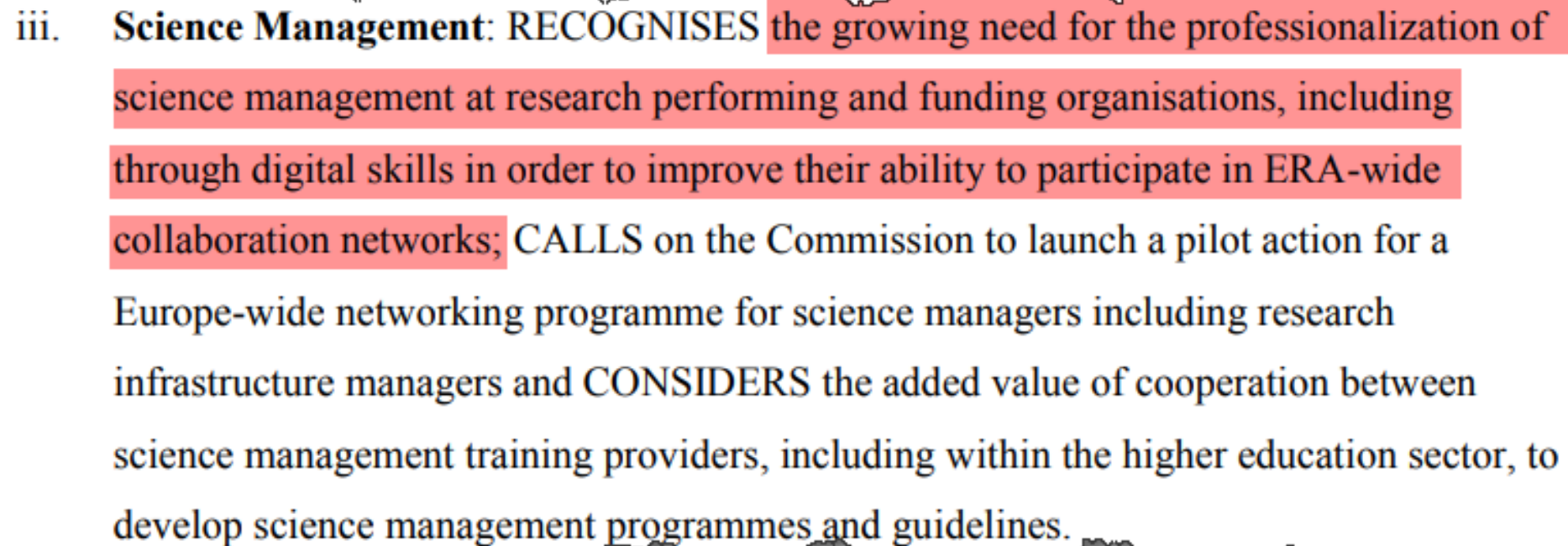
<https://crowdhelix.com/>

<https://earma.org/conferences/earma-conference-prague-2023/>

# The EU and ERA momentum

Council conclusions on ERA, 1 dec,2020

<https://data.consilium.europa.eu/doc/document/ST-13567-2020-INIT/en/pdf>

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- iii. **Science Management:** RECOGNISES the growing need for the professionalization of science management at research performing and funding organisations, including through digital skills in order to improve their ability to participate in ERA-wide collaboration networks; CALLS on the Commission to launch a pilot action for a Europe-wide networking programme for science managers including research infrastructure managers and CONSIDERS the added value of cooperation between science management training providers, including within the higher education sector, to develop science management programmes and guidelines.



# But..What Is Science Management?



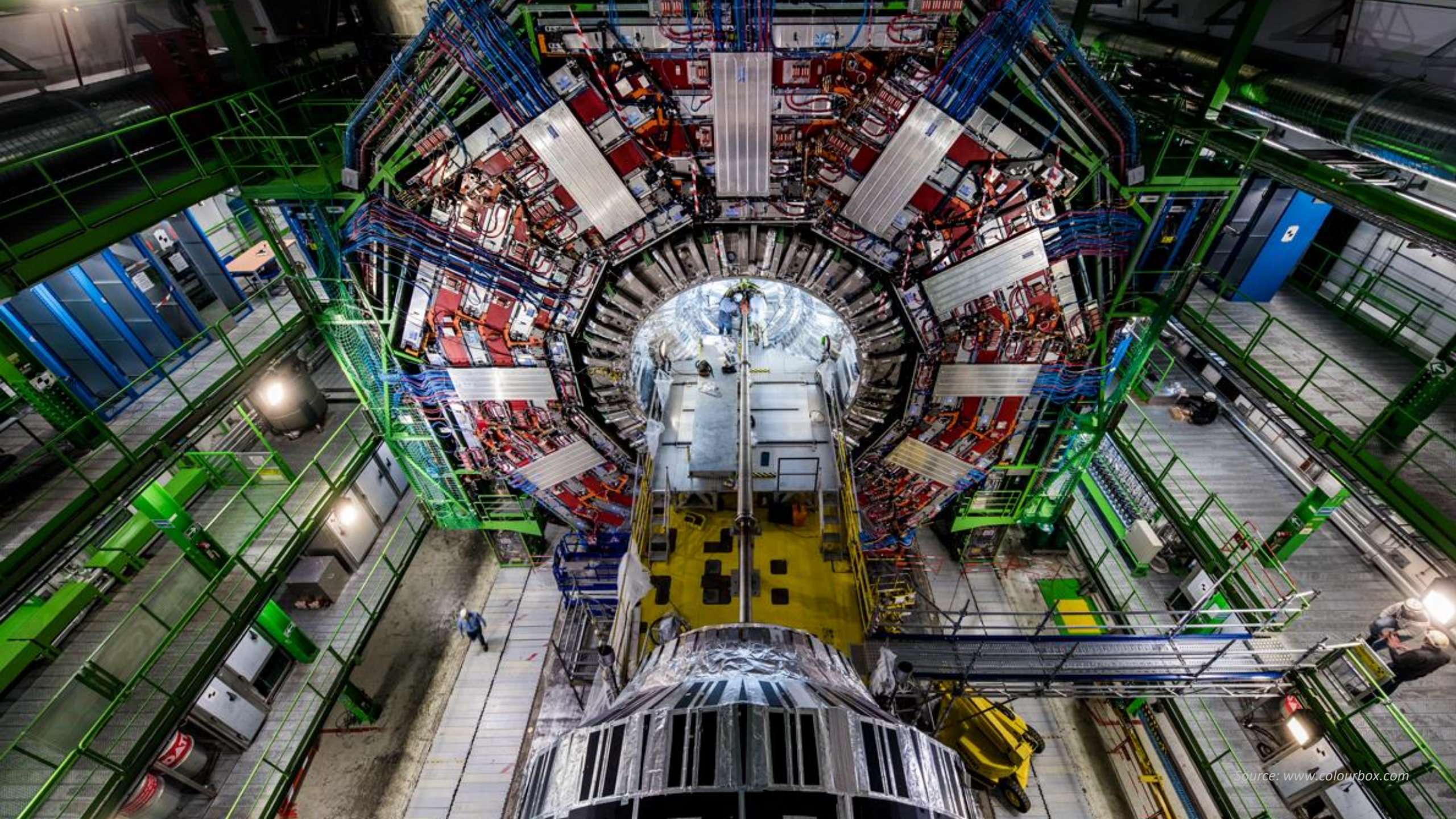




Debating, Ancient Greece style (Photo Credit: Raphael [Public domain], via Wikimedia Commons)

Source: [www.colourbox.com](http://www.colourbox.com)







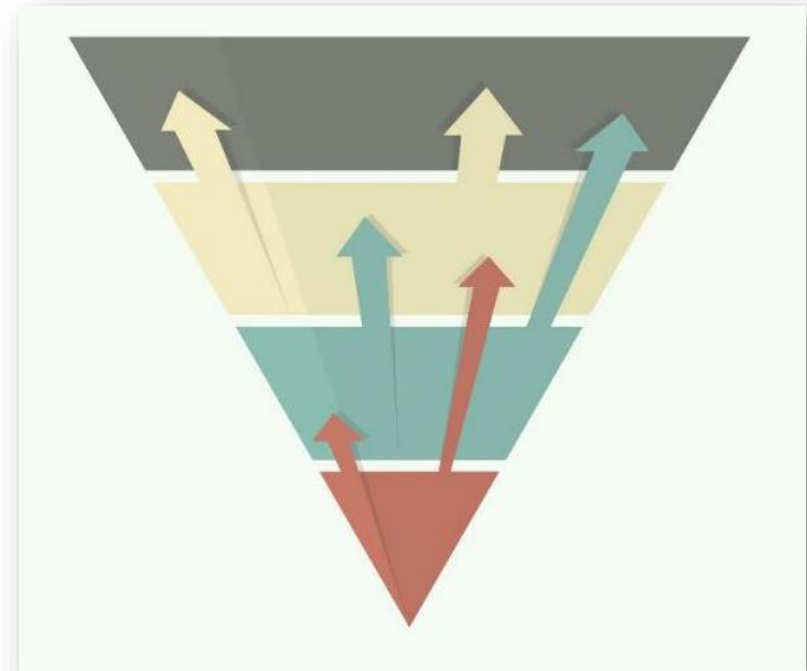
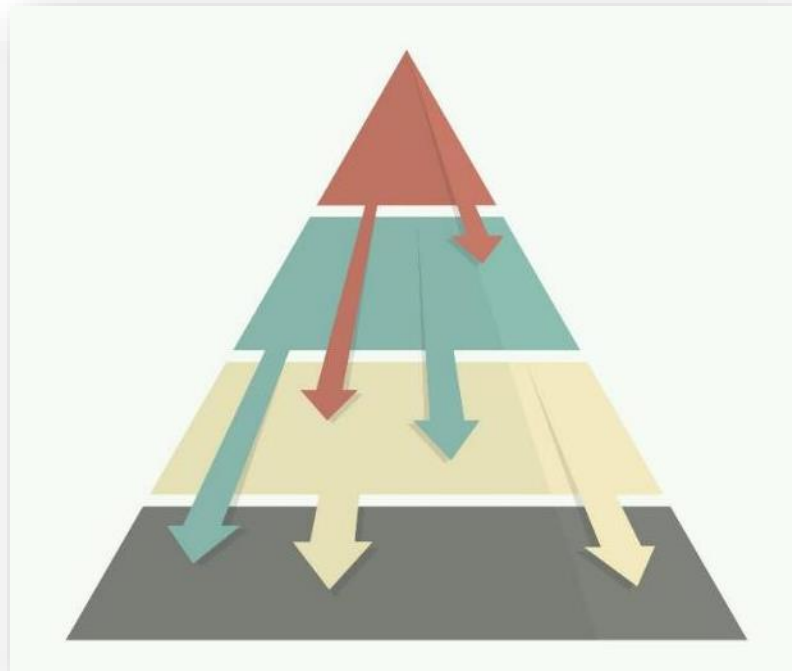
# PROFESSIONALS WITHIN THE S&I ECOSYSTEM

Post-award research project manager  
Post-award research funding manager  
Researcher training manager  
Researcher development manager  
Research data steward & data analyst  
Research infrastructure manager  
Laboratory manager  
Scientific integrity and ethics expert  
Gender & diversity expert  
Legal expert



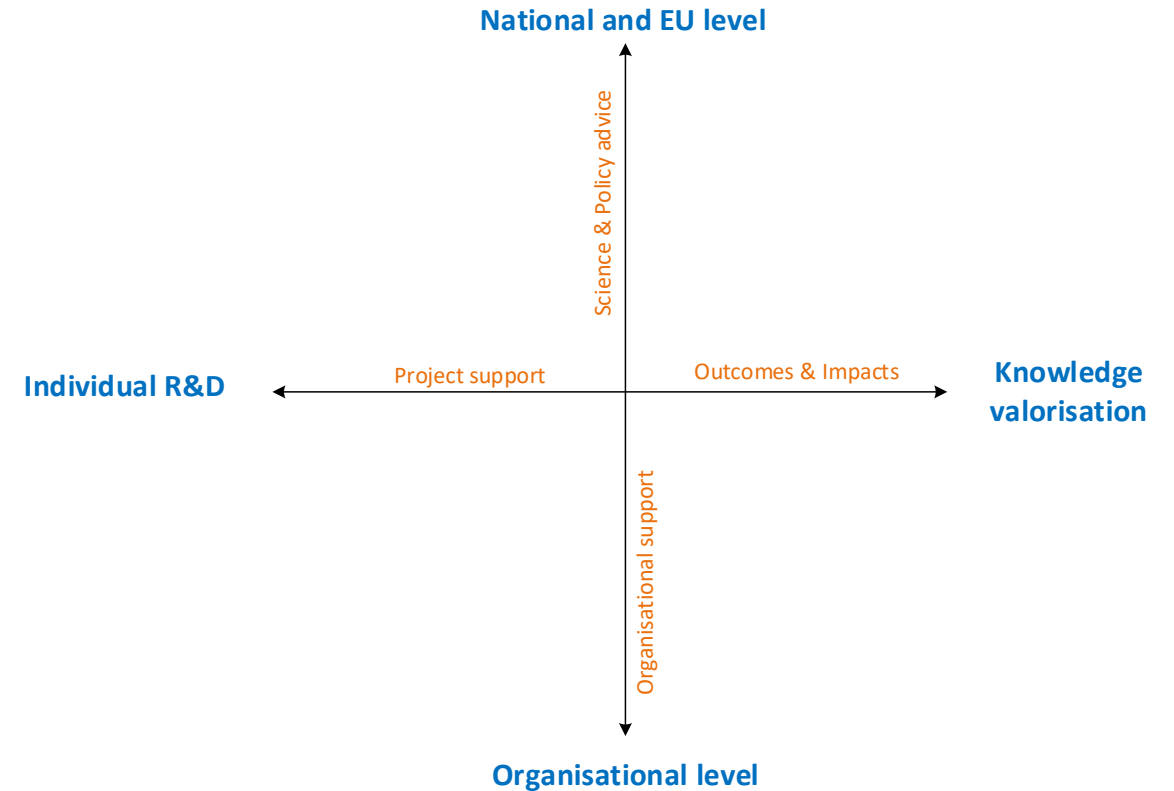
Research policy adviser  
Foresight and strategy officer  
Research fundraiser  
Pre-award research funding manager  
Business and Partnership developer  
Evaluation and assessment officer  
Impact officer  
Dissemination & Communication officer  
Outreach & community officer  
Knowledge transfer & innovation officer  
Impact officer

## Desision Processes in R&D Ecosystems

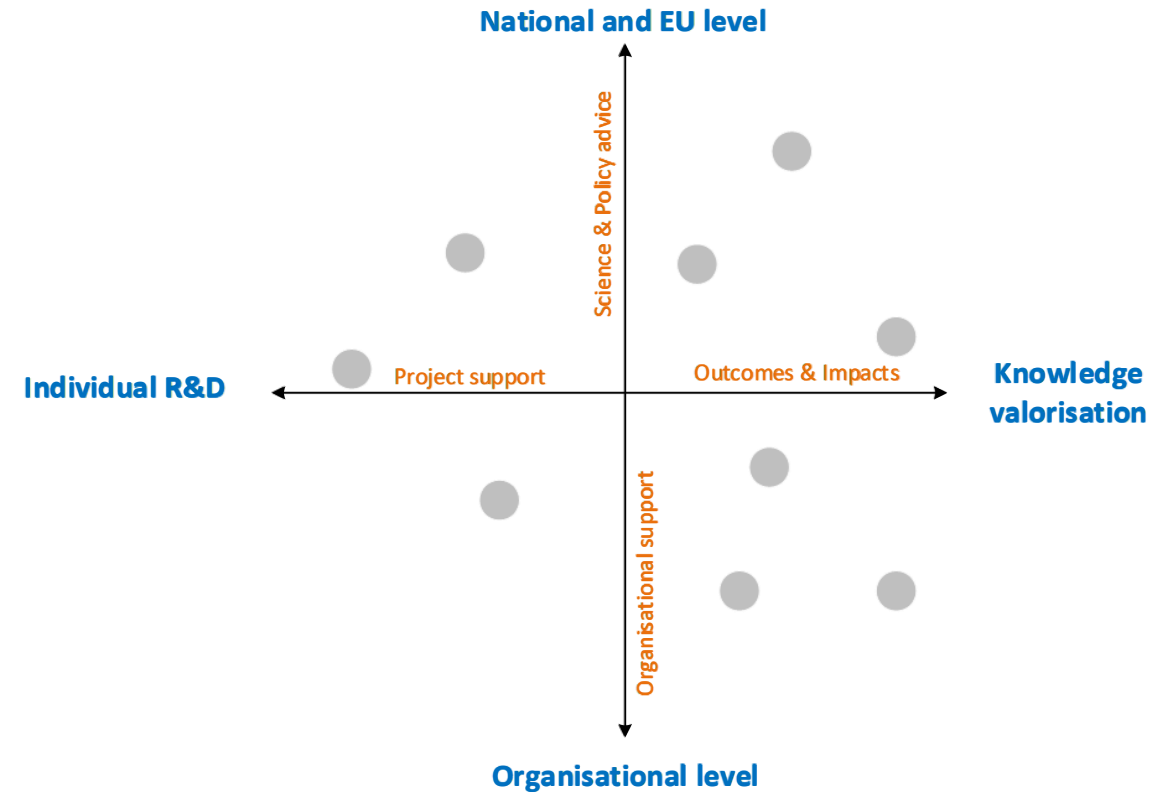




# A visual tool for mapping research support tasks, roles, and functions!

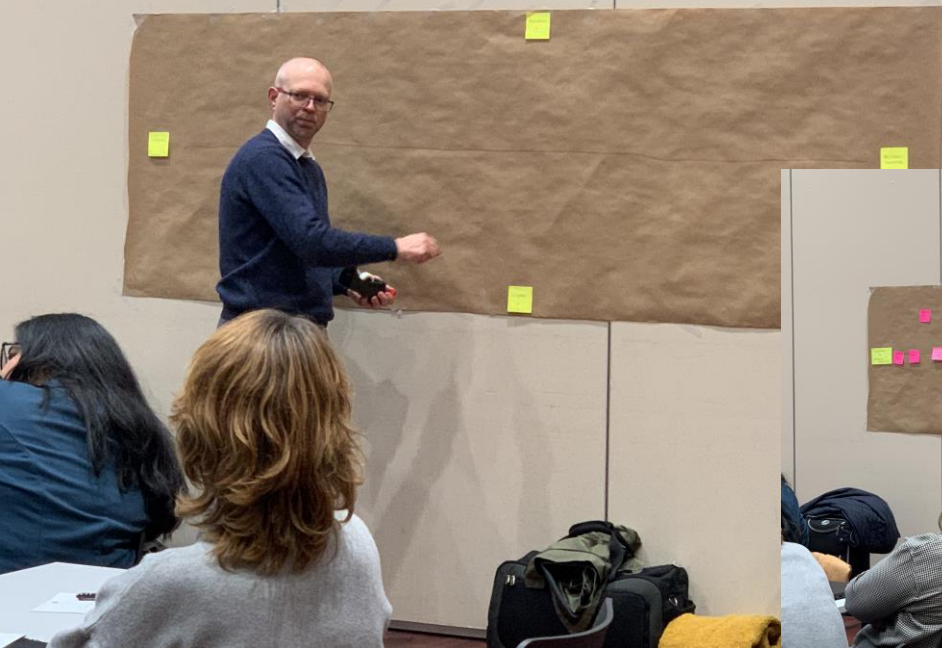


# A visual tool for mapping research support tasks, roles, and functions!









Norwegian Research Council

## Gruppearbeid 1 (25 min)

- Diskuter og identifiser egen rolle i verdikjeden.
- Reflekter rundt bruken av kartleggingsverktøyet og forsøk å plasser deg selv langs dimensjonene.



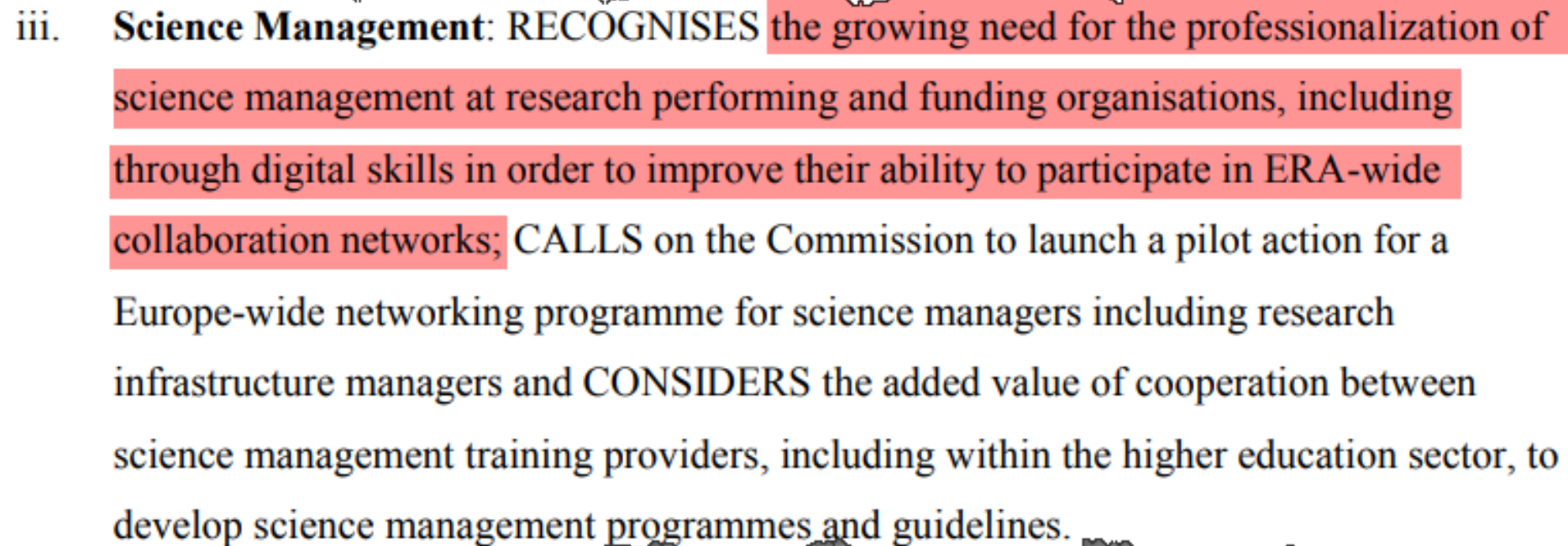
**SLIDO**



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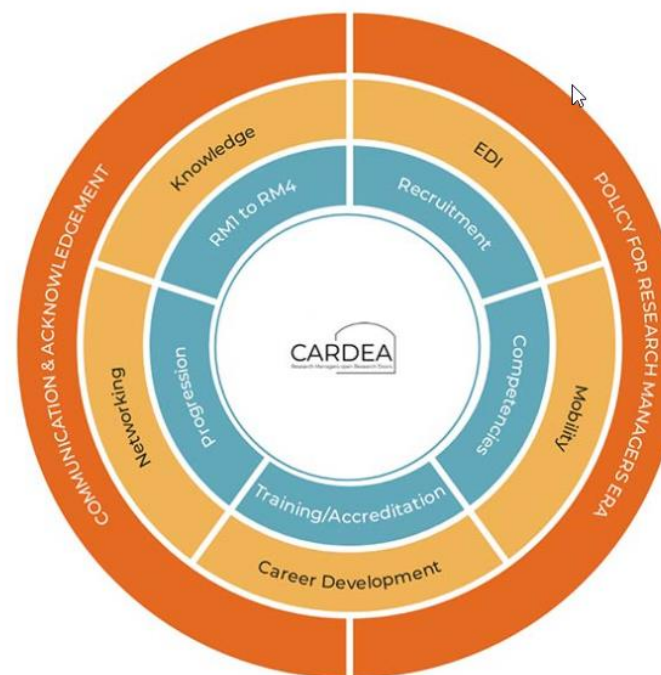
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## CARDEA MATRIX

## About CARDEA

CARDEA is a group (many of us HR Professionals) with a proven track record in the delivery of initiatives to support research staff within our own universities and organisations. This website is for those research managers or anyone with an interest in the development and acknowledgement of the careers of research managers in Europe.

[Find out more](#) →







# CARDEA Research Manager Competency Framework

Complementing the visual tool, the CARDEA Framework outlines four broad profiles for research managers, from RM 1 (First Stage Research Manager) to RM 4 (Senior Research Manager)

## First Stage Research Manager (RM 1)

The term First Stage Research Manager refers to research managers in the first two years (full-time equivalent) of their research management activity whilst demonstrating the competencies and skills for successful performance in the role. The role requires a basic understanding of the research/business structures, operations, and includes responsibility for implementing and achieving results.

## Recognised Research Manager (RM 2)

The term Recognised Research Manager refers to research managers with an intermediate level of experience in their research management activity whilst demonstrating competencies and skills for the successful performance in the role. The role requires a moderate understanding of overall research/business operations including responsibility for monitoring the implementation of research strategy. This has limited or informal responsibility for colleagues and / or needs to consider broader approaches or consequences through own actions rather than through others.

## Established Research Manager (RM 3)

The term Established Research Manager refers to research managers with an advanced level of experience in their research management activity whilst demonstrating competencies and skills for the successful performance in the role. The role requires strong understanding of the organisation's environment, operational plans, current strategic position and direction with strong analytical skills and the ability to advise on strategic options for the research/business. This includes formal responsibility for colleagues and their actions; and that their decisions have a wider impact.

## Senior Research Manager (RM 4)

The term Senior Research Manager refers to research managers with an expert level of experience in their research management activity whilst demonstrating the competencies and skills for successful performance in the role. The role requires expert knowledge to develop strategic vision and provide unique insight to the overall direction and success of the research/organisation. This is formal responsibility for 9 research/business areas and his / her actions and decisions have a high-level strategic impact. For the purposes of the Framework, RM 1 and RM 2 profiles should be considered early to mid-stage research managers and RM 3 and RM 4 profiles should be considered leadership level research managers.



## Gruppearbeid 2 (25 min)

- Hvilket trinn i CARDEA rammeverket for forskningsadministrativ kompetanse passer deg best?
- Hva skal til for at du kan flytte deg over til neste trinn i kompetanserammeverket?