



Strengthening careers for RMAs in Europe and Norway – From ERA 17 to ERA 22

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the European Union**

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CARDEA

- Ancient Roman Goddess of the Hinge
- ***Research Managers open Research Doors***



What it stands for

Career **Acknowledgement** for Research Managers
Delivering for the European Area



Who are we?

- Mostly HR professionals and those interested in Research Careers
- Pan-European Consortium representing 8 EU countries
- Led by UCC



CERTH
CENTRE FOR
RESEARCH & TECHNOLOGY
HELLAS

GREECE



LIÈGE
université

BELGIUM



CROATIA



ITALY



POLAND



ROMANIA



Agència
de Gestió
d'Ajuts
Universitaris
i de Recerca

SPAIN



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

IRELAND



What is our objective?

Professionalisation of Research Management as a valued career choice with:

- identified competencies
- Progression pathways
- Standards for benchmarked and indexed salaries
- Access to appropriate skills development through a transnational Research Management Hub



What do Research Managers Want? (CARDEA Survey)

1. Career Visibility
2. A Competency Framework inclusive of training
3. Promotional Framework
4. Definition of the Role of Research Manager





**The new European
Research Area**



Thanks to Action 17



**RM
ROADMAP**

What have we delivered?

1. Career Visibility



2. A Competency Framework inclusive of
training



3. Promotional Framework



4. Definition of the Role of Research
Manager



RM Comp

7 Main Competence Areas

European Research
Manager Competency
Framework



**What is
included in
RM Comp?**

7 Main Competence
Areas

50 Competencies

800 Learning Outcomes

800

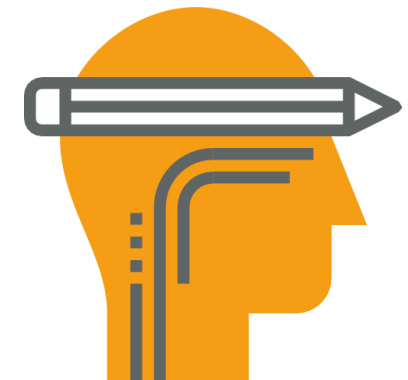
learning outcomes along
4 proficiency levels

*(foundational, intermediate,
advanced, expert)*



Learning Outcomes

COGNITIVE ABILITIES Learning Outcomes			
1. Creativity			
Foster innovative approaches and solutions to aid problem-solving, designing methodologies and/or procedures which encourage a dynamic research environment.			
FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
Basic understanding of the importance of creativity in research and its critical role in problem solving	Ability to problem solve using methodologies and or procedures to enhance and nuance the solution	Cultivates a culture of solution-oriented thinking by fostering creativity within research teams and/or the organisation	Provides leadership and facilitates creative problem solving at team, organisational and national/international level
Shows promise in ability to generate and express new ideas coherently	Experiments with ideas and collaborates to provide solutions and ascertain risk	Introduces new or improved methodology, policy, or practice to enhance research progress and problem solve	Designs and executes comprehensive processes and strategies in various domains addressing challenging and complex issues creatively
Acknowledges the relationship between creativity and risk	Explores ideas from different discipline and domain perspectives demonstrating genuine curiosity	Uses cross-disciplinary collaborations and combined competence to address and solve organisational or systemic issues	Creates a long-lasting positive footprint in the organisation through the introduction of various policies and practice which create novel and long reaching positive impact
Can analyse information and identify key components to aid creativity	Challenges own personal and cognitive biases that would deter creativity	Considers ethical issues in creative solution decision-making	Consistently demonstrates creativity in evaluating complex problems and generating innovative solutions



RM Comp Objectives



1. Goal - Simple
2. Goal - Interoperable
3. Goal - Consistent
4. Goal - Transparent
5. Goal - For *all* Research Managers



Research Managers



Research Manager 1:
First Stage
Research
Manager



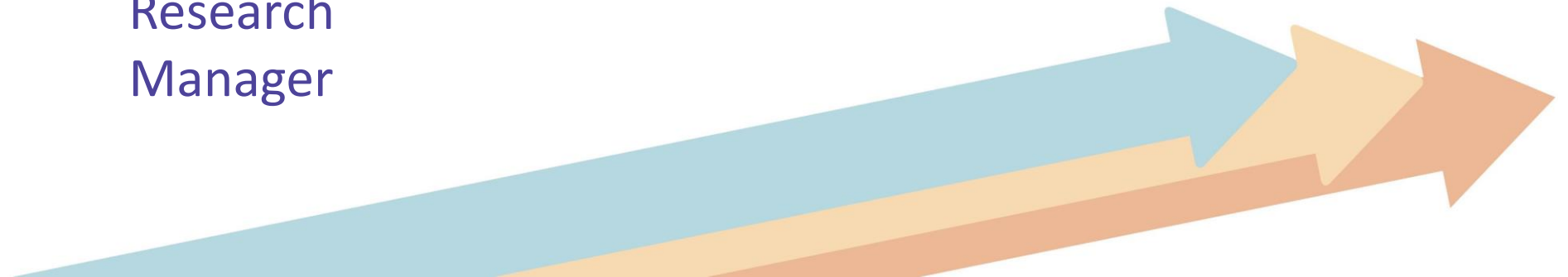
Research Manager 2:
Recognised
Research
Manager



Research Manager 3:
Established
Research
Manager



Research Manager 4:
Senior Stage
Research
Manager



**Important
to note!!!!**

The European Career Framework for Research Managers (RM 1 to RM 4) is a progression model framework and operates independently of the European Competency Framework RM Comp.

The European Competence Framework for Research Managers

It's for:

Research Managers (Individuals): Whether early-career or advanced, RM Comp helps identify career paths, skill gaps and training needs.

Institutions: Public and private research-performing organisations employing research managers, aiming to standardise practices and enable staff development.

Research Funding Bodies and Policy advisors: Ensures consistency of funding policies, promotes capacity building and facilitates collaboration across sectors.

THE EUROPEAN COMPETENCE FRAMEWORK FOR RESEARCH MANAGERS



How to Use RM Comp?



Individual Research Managers:

Self-Assessment: Identify your current skills and areas for improvement using the RM Comp framework.

Professional Development: Use the outlined competencies to plan training or mentorship opportunities.

Daily Application: Align your work practices with RM Comp standards to improve efficiency and collaboration.

Research Performing Organisations and Industry:

Integrate RM Comp into Policies: Embed it in hiring processes (e.g., job specifications), training programs, and performance reviews.

Enable Staff Development: Provide RM Comp-aligned resources, platforms, and budgets (where possible) for professional growth.

Monitor Impact: Use RM Comp to track the effectiveness of research management practices and identify gaps.

Funding Agencies and Policy Advisors:

Set Standards: Use RM Comp competencies as criteria for funding applications and evaluations.

Promote Capacity Building: Fund training programs and conferences focused on RM Comp skills.

Facilitate Collaboration: Work with institutions to develop RM Comp-aligned policies and share best practices.

Professional Development Tool-Kit

- Free Downloadable Tool-kit on CARDEA Hub
- Knowledge, Skills, Abilities (KSA) Self-Assessment Tool:
- Training Needs Analysis—Guided Assessment Tool
- Professional Development Plan for RMs – Template
- Mentoring workbook
- Reflective Toolkit



Self-Assessment Tool RM1-RM4



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Knowledge Skills Abilities

(KSA) Self-Assessment Tool:

This tool empowers RMs to conduct a self-assessment of their knowledge, skills, and abilities. By identifying areas for improvement, RMs can tailor their professional development efforts.

Mentoring workbook: is a structured guide designed to facilitate effective mentoring relationships within the research management community.

Professional Development

Plan Workbook:

This provides a structured format for RMs to plan their professional development. It includes sections for setting career goals, identifying required skills and training, and tracking progress

Reflective Toolkit:

is a resource aimed at encouraging RMs (RMs) to engage in continuous self-reflection as part of their professional development.

Training Needs Analysis

Guided Assessment Tool:

Designed for both individual RMs and organisations, these tool guide users through a structured assessment of training needs.

The CARDEA Hub: Home of the CARDEA ACADEMY



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CARDEA Hub

Open access to online training resources for research managers and everyone with an interest in careers of research management in Europe

[SEE WEBINARS](#)



Professional Development and Training Opportunities

*Designed by Research
Managers for Research
Managers*

The Cardea European Research Manager's Hub (CERMH) as a transnational platform for **collaboration, networking, training, knowledge sharing, policy development, and continuous improvement.**

The Hub will serve the multiple needs of the multiple stakeholders in this multi-disciplinary profession. The purpose of the Hub is to provide a virtual space for stakeholders to come together in the spirit of collaboration, co-creation, and knowledge sharing.

It will embrace:

- Networking and mobility activities
- Training and development opportunities and
- Policy development, best practice guidelines and policy dissemination.
- **Free Micro-credential Training** in the CARDEA Academy





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Managers*

LEARNING OBJECTIVE:

Provide training for **RMs covering all competence areas** of the profession

CONTENT:

CARDEA training modules are **core learning common to all categories of RMs** (i.e., Data Manager, Research Project Manager, Research Integrity Manager, and Outreach Manager), a comprehensive training covering the main aspects of the research management profession.

COVER ALL 8 COMPETENCE AREAS of RM COMP with a FOCUS ON SUBJECT MATTER EXPERTISE (Specialised knowledge for research performing organisational contexts).

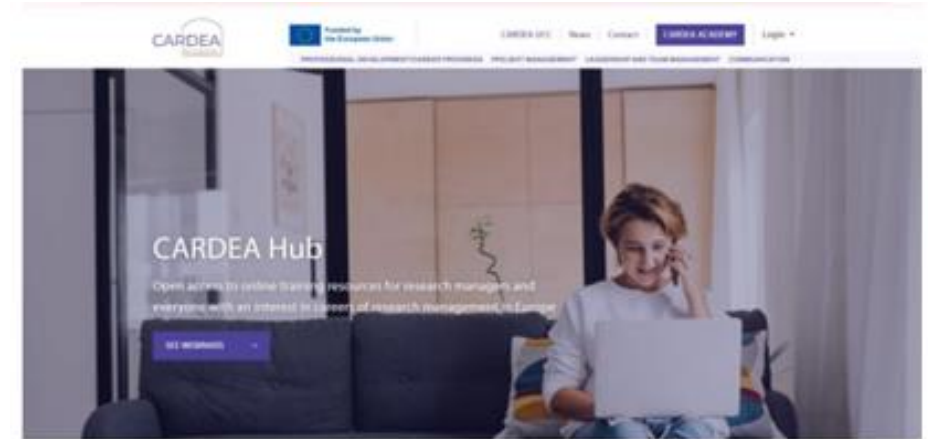
TARGET:

mainly people new to the profession (RM1 newcomers), but training will also be valuable for more expert staff (RM2, RM3 and RM4) who could choose some topics according to their own needs.

**FOCUS ON FOUNDATIONAL LEVEL COMPETENCES OF RM COMP*

Main Features Of CARDEA Training Modules

- Recorded lessons format (without live audience) created specifically for the CARDEA training purpose.
- In English language.
- **Free.**
- 17 modules: 2 hours per each module: a module is divided into several sub-videos lasting 20/30 minutes each for one "2hcourse".
- Trainers: CARDEA partners + external expert.
- CARDEA will release a micro-credential for free to those who will complete the CARDEA training modules entirely.



What's Next for CARDEA?

1. Charter for Research Managers
2. Research Manager Mobility
3. EDI
4. Capacity Building

**Please connect with us we'd love to get to know you 😊



Thank You
Please connect
with us 😊



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