

An isometric illustration featuring a lighthouse with a red and white striped body and a glowing yellow lantern room, situated on a blue globe with white grid lines. To the left of the lighthouse, a group of seven diverse people are walking along a white, 3D path that resembles a large plus sign. The people include a man in a blue jacket and graduation cap, a man in a yellow shirt, 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. The background consists of concentric yellow and green circles and faint blue wavy lines.

ERA Action 17

Research Management Initiative

EUA Webinar
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Ágota Dávid, Science attaché
agota.david@mfa.gov.hu



The new ERA: towards a single market for knowledge

ERA Policy Agenda: 20 actions along 4 priority areas

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

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

ERA Action 17, the Research Management Initiative

- **Policy Agenda 2022-2024:** *“Enhance the strategic capacity of Europe’s public research performing and funding organisations”*
- **Objectives:** increase research support and management capacity* across ERA
 - **RECOGNITION:** contribute to professionalization of research management (multi-faceted)
 - **UPSKILLING:** improve training and skills development opportunities of Research Managers
 - **NETWORKING:** support networking of Research Managers and best practice exchange
 - **CAPACITY BUILDING:** reinforce research management capacity across the entire ERA, notably supporting organisations in regions of lower R&I intensity

(*) focus thus far on research performing organisations

State of play

- **Commitments to ERA Action 17:** 16 MS, 1 AC, 2 SH
AT, BE, BG, HR, CZ, DK, EE, FI, FR, DE, HU, LV, MT, NL, PT, SK
+ non-committed MS participating: EL, IT, PL, ES, SE
- **Sponsors:** DE, HU, universities (AURORA)
- **Workshops:** ad hoc workshops (2023 March, May, November, 2024 April), incl. independent experts. One workshop on each topic.
- **Supporting projects:** RM ROADMAP and CARDEA (*WIDERA*)

Research Managers found crucial or important for implementation of other ERA Actions

Challenges on Recognition & Upskilling

Challenges on RECOGNITION:

- High diversity of roles, but lack of definition of the profession
- All types of RPOs and RFOs employ research managers, often without job profiles/career paths
- Lack of understanding of the impact and added value of RM for impactful research
- Features of established profession are missing (incl recognition by law, quality standards,...)

Challenges on UPSKILLING:

- Skills/competence frameworks for RM largely absent in most countries (*under construction*)
- Variety of training tools and courses available, but no quality control nor sustainability
- Access of Research Managers to training unequally distributed in ERA (often financially)

Recommendations for better RM recognition & upskilling

EU level

- Improve awareness about the added value of RM for the European R&I system
- Develop a generic [Career & Competence Framework](#) for Research Management
- Expand the use of [EURAXESS](#) and [HRS4R](#) to the RM community
- Establish [support to policy implementation for MS/AC](#): exchange of practices etc

MS/ AC

- Adapt and [adopt the Career & Competence Framework](#) for RM
- Incentivise and [facilitate networking](#) of RM community at national level
- Encourage organisations to engage in peer learning on the [added value of RM](#)
- Invest in upgrading the R&I system [targeted support for RM capacities and RM training](#)

jointly

- Create [training, mentoring, mobility](#) for individual Research Managers
- Explore [targeted budget for RM capacity](#) in research funding instruments

Challenges and Recommendations on Capacity Building

Challenges on CAPACITY BUILDING:

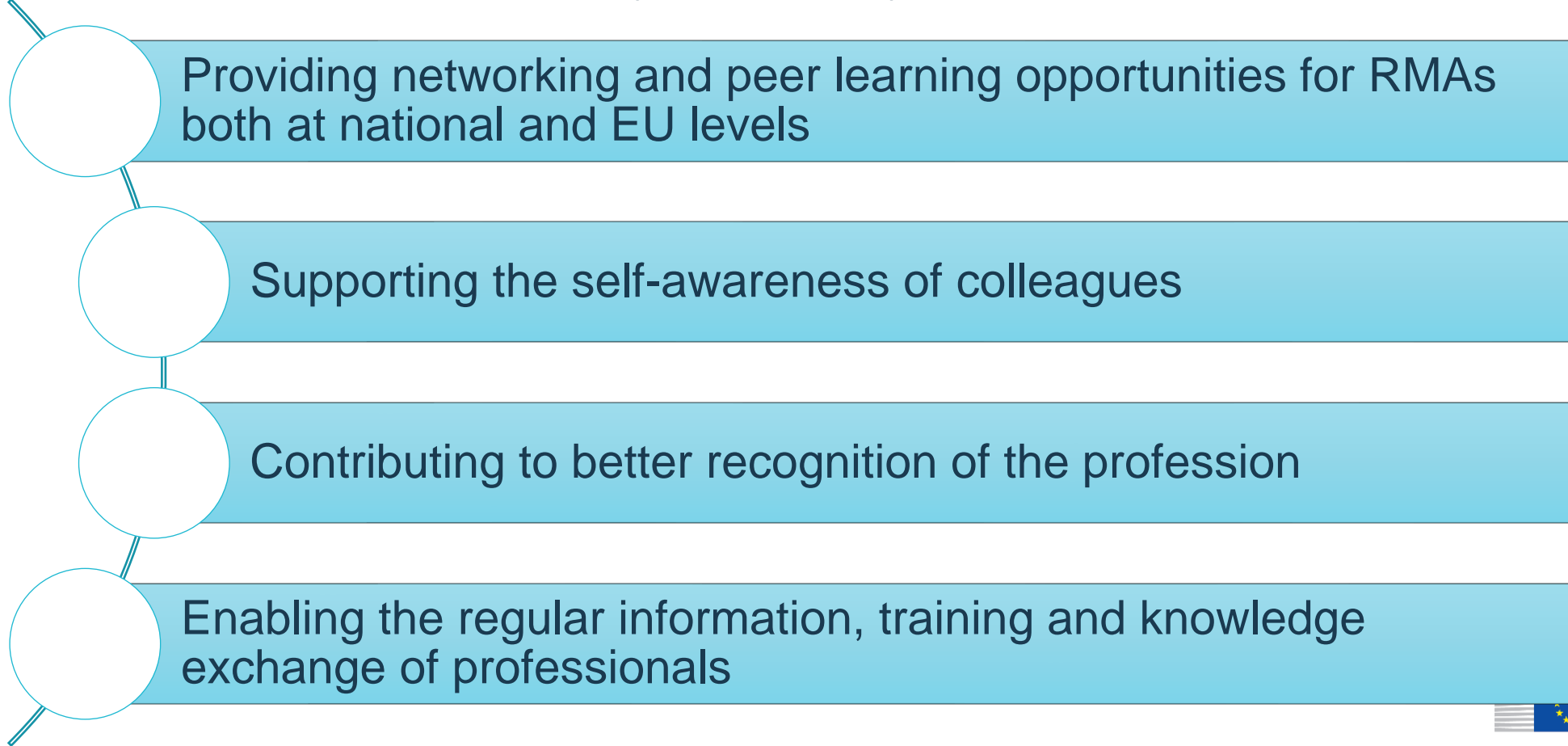
- Insufficient institutional policies and [leadership](#) decisions
- Insufficient [strategic](#) perspective on RM in national and institutional research strategies
- Insufficient [professionalization](#) of RM

Recommendations on CAPACITY BUILDING:

- Provide [training for institutional leadership](#) and increase their engagement
- Develop learning, [benchmarking](#) processes and joint policies for RM (RM [communities of practice](#))
- Develop [national strategies with and for RMs](#)
- Include the aspect of RM into [research assessment](#)
- Involve [RFOs](#) in training activities for RMs
- Promote [RM associations](#), create [career paths](#) for RMs

Workshop on RM networks

Added value of RM networks presented by EARMA, NL, IT, CZ



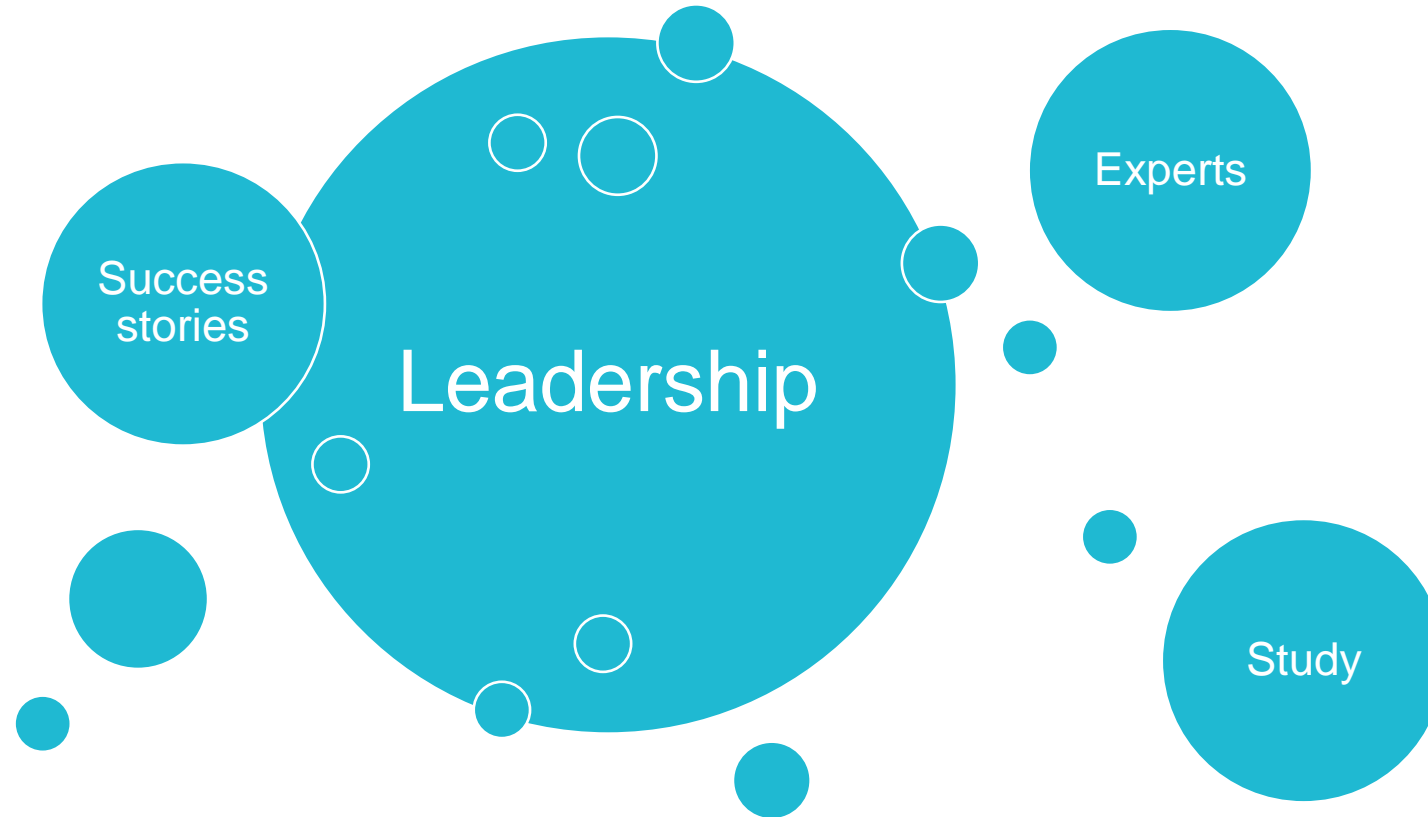
Providing networking and peer learning opportunities for RMAs both at national and EU levels

Supporting the self-awareness of colleagues

Contributing to better recognition of the profession

Enabling the regular information, training and knowledge exchange of professionals

Next workshop – beginning of 2025



Collection of success stories

Collection of
success stories

Summary report
with best
practices

Increase
visibility

RM Comp

9 Main Competence Areas

European Research Manager Competency Framework



Cognitive Abilities/
Transversal Skills

Soft Skills/
Personal Attributes

Technical Proficiency

Subject Matter Expertise

Research Project Oversight/
Management

Research Manager

Community Engagement

Line Management and Talent Development

Communication

Relationship Management

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



Research and Innovation Excellence

A New ERA for Research Management

Why follow-up is needed

- Very positive track record
- The action created momentum
- Laid the foundation for significant improvements for the RM profession
- Relevant ties to other major ERA topics such as careers and mobility
- Initiated processes and paved the way for concrete measures to advance its goals further
- Cutting commitment to this Action now would severely damage impact already in the making



Research and Innovation Excellence

A New ERA for Research Management

Outcomes



Awareness campaigns on RMs in all MS based on success stories and a study

Study with methodologies monitoring impact and added value of RMs

European career and competence framework for RMs

Adoption of the European framework for RMs initiated in MS and public research organisations

Co-created European Code of Conduct for research managers

Single Europe-wide platform developed (linked to ERA Talent Platform): with available curricula, upskilling activities and tools for RMs

Involvement of research managers in programmes/projects on RM capacity building, mutual learning exercises, networking, mobility, training or mentoring activities.

Continued use of Europe-wide networking/mobility programs (incl. COST, Widening, MSCA)



Links with industrial research managers initiated through a triangle approach

Research and Innovation Excellence

A New ERA for Research Management

Expected Impact

- Improved **understanding** on the **added value** of research management
- Improved **recognition** of the profession.
- Ensuring wide and easy **access to curricula and upskilling activities** for research managers , including the exploration of voucher schemes.
- Recognised Europe-wide **learning and skills development scheme** for RM with peer-to-peer learning and mobility components. It will impact the quality of the proposals and the participation of their institutions in international R&I projects.
- **Networking events with private sector** (including industry). This will also lead to better preparedness, improved research support services along the whole value chain of research projects and research support.





Thank you for your attention!