DEFINING A EUROPEAN COMPETENCE FRAMEWORK FOR RESEARCH MANAGERS

Objective

To support **Action 17** of the ERA Policy Agenda through advancing and increasing the attractiveness of Research Manager Careers in the ERA by:

1. Developing a European Competence Framework for Research Managers (RM Comp).
2. Aligning RM Comp with established frameworks such as the European Skills, Competences and occupations (ESCO) and ResearchComp framework.
3. Supporting career development by creating a standardised framework for Research Managers across the European Research Area (ERA).
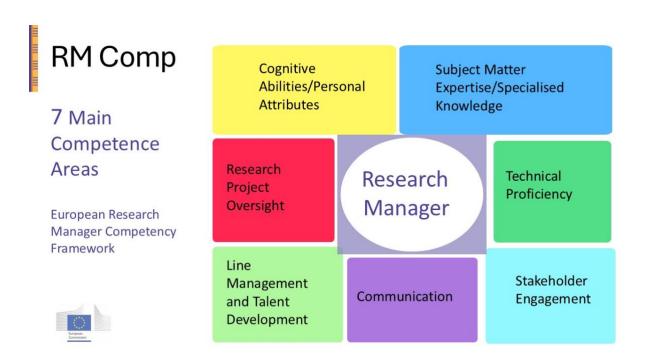
Methodology

- **Document Analysis** Reviewing existing frameworks, policies, and research management literature
- **Desk Research** Gathering information on research management practices, role definitions, and required competencies.
- **Survey Data** CARDEA Survey
- **Interviews** Discussions with Research Managers, HR practitioners, and representatives from research-performing organisations, universities, and policymakers.
- **Co-Creation Process**: Engaging national and thematic communities of Research Managers through focus groups and workshops.
- **Benchmarking** Aligning competencies with frameworks such as ResearchComp, DigComp, Competence Frameworks for Policymakers and Researchers and ESCO.
- **Validation Workshops** Participating in a multitude of validation sessions to ensure stakeholder input and consensus on the framework's structure and content.

Aim of RM Comp

- **To enable widespread recognition of the competencies of Research Managers** across diverse roles, career stages and organisations in a simple and interoperable format.

- **To serve as a reference framework** for initiatives aimed at strengthening the skills and professional development of Research Managers, supporting mobility between sectors, enhancing employability, and promoting the attractiveness of research management as a career choice.

- **To standardise competencies across the European Research Area**, ensuring consistency and a *"common language"* to articulate Research Managers' vital contributions to research and innovation within the ERA.

This Framework is an inspirational tool that can be used at both the organisational and institutional level. RM Comp is made of 50 competencies clustered in 7 competence areas.

There are four levels of proficiency for each of the 50 competencies within the RM Comp framework, enabling Research Managers to position themselves and understand the steps required to progress to the next level:

- **Foundational**: developing expertise and guidance.
- **Intermediate:** building independence.
- **Advanced:** taking responsibility and guiding others.
- **Expert:** driving transformation, innovation and growth.

RM Comp also includes *800 learning outcomes* for monitoring progress and measuring development in Research Manager competencies as part of future initiatives:

Institutional Level: Assessing the extent to which Research Managers are being trained (training offerings) and evaluating institutional support for professional development, such as skills training and career advancement opportunities.

Occupational Level: Identifying the available and required competencies for specific roles in research management and establishing benchmarks for role descriptions that align with RM Comp.

Individual Level: Tracking one's own participation in training programmes tailored to RM Comp competencies. Embracing intersectoral experiences to broaden skills and networks across different research contexts.