



*The new European
Research Area*

ERA Action 17: Research Management

State of play
September 2024

RTD.A2 / REA C4



The new ERA: towards a single market for knowledge

ERA Policy Agenda 2022-24: 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: *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
- Multidimensional scope of 'research management'
- Responding to **challenges** encountered by the sector

Research Management Initiative

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

State of play

- **Commitments:** 16 Member States, 1 Associate Country (Norway), 2 Stakeholders
AT, BE, BG, HR, CZ, DK, EE, FI, FR, DE, HU, LV, MT, NL, PT, SK
+ non-committed MS sent delegates: EL, (IT,) PL, ES, SE

1 Associate Country (Norway)

2 Stakeholders groups (SH) :

Universities: AURORA, EUA, The Guild, YERUN

RTOs: EU-LIFE

- **Sponsors:** DE, HU, universities (AURORA)

- **Projects:** RM ROADMAP and CARDEA

- **Method:** organised ad hoc workshops in 2023 (March, May, November) and 2024 (April) with independent experts

Findings on RECOGNITION

Strong research management (RM) capacity relies on strong professionals

- Required: attractive career option, quality standards, training opportunities, [awareness creation](#) on the added value of RM for the R&I system
- *Noted: Research Managers found essential for implementation of various other ERA Actions*

Challenges:

- [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,...)

Findings on UPSKILLING

R&I process becoming more complex, requiring more specialised RM and support capacity

- Required: organisational HR development, skills framework, training formats
- *Collection of crucial skills & competences for RM profession conducted with RM ROADMAP*

Challenges:

- **Careers and competence framework** for RM largely absent in most countries
 - *Developed by CARDEA and RM ROADMAP*
- 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)

Findings on Networking

Networks as added value for the community: possibility to exchange best practice, receive and provide training, advice or mentoring, create a community, develop professional identity

- Required: promoting networking across RM communities
- *In Europe there are many formal RM professional networks but also several examples of informal networks*

Challenges:

- Fragmentation of existing associations and networks
- Lack of resources – platforms and mailing lists, management tools
- Lack of time and high turn-over of human resources
- Lack of visibility of the network activities/work

Findings on CAPACITY BUILDING

It's essential to rely on institutional policies and a strategic perspective on RM

- Required: Promote training in RM, reinforce links between RMs and institutional leadership, create tools to facilitate the work of RMs especially in less R&I regions and organisations

Challenges:

- Lack of institutional governance of influencing R&I policies and to benefit from RMs' knowledge
- Lack of RM associations as crucial players for training and network
- Lack of career paths and low salaries for RM
- Lack of understanding of RM role in strategy

Projects funded by the European Union

RM
ROADMAP

CARDEA
Research Managers open Research Doors



Funded by
the European Union



Career and Competence Framework for RM (RM Comp)

Aim to develop a Career & Competence Framework for Research Management

- RM Roadmap and Cardea worked together on the development of the Framework
- Internal consultations with DG RTD, REA, ERA Forum members and stakeholders will be launched to create a final document that can be adopted by the Commission
- An interoperable Framework on RM, well connected to ResearchComp, will lead to consistency and coherence across different organisational and national context and career levels, facilitating coherent career progression
- RM Comp will serve also as a tool for advocating the importance of RM, encouraging stakeholders to appreciate the diverse and worthy contributions Research Managers make to the success of research and innovation efforts in the European context

Definition of the RM profession

Aim to reach a basic consensus on RM definition that can be adapted to national and organizational context, providing a common language for European-level discussions

- EARMA is leading the ongoing process of defining RM within the context of the EU
- The process involves creating a collection of profile terms aiming an anchor point at the European level
- A survey for voting on profiles was introduced with the aim of reaching an agreement on the different profiles included in RM
- 36 career profiles for voting have been collected and the final survey was launched in January 2024
- The votes are coming from official representatives of Member States
- The collection of the votes for profiles is still ongoing

RM Success Stories campaign

Aim to create an awareness raising campaign to promote RM in the ERA

- A survey has been created and shared with the RM community asking to contribute with success stories from institutions and roles across the ERA
- By middle of June, 77 success stories have been collected
- The most valuable and impactful stories will be picked to create the dissemination materials
- The campaign will serve to share the vital roles that Research Managers play in advancing scientific inquiry and innovation

Recap of the ongoing work at EU level

1. Improve awareness about the added value of RM for the European R&I system ([definition of the profession](#), map success stories, conduct impact analysis, perform an [information campaign](#)) (2024-2025)
2. Develop a generic [Career & Competence Framework](#) for Research Management (RM Comp) (2024-2025)
3. Preparing a [proposal for the next phase of the Research Management Initiative](#) under the ERA Policy Agenda 2025-2027, exploiting synergies with other actions (2024)
4. Creating a [webpage](#) to be inserted on the [ERA Policy Platform](#) with all the information and projects regarding RM (2024-2025)

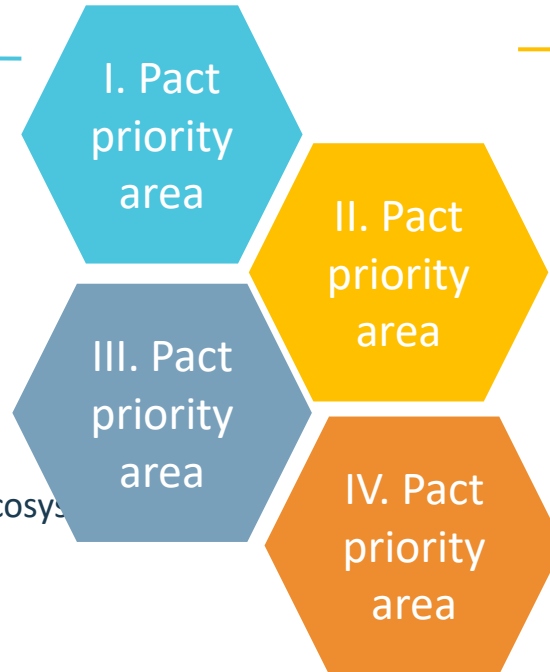
Next ERA Policy Agenda 2025-27: Current proposals

Deepening an internal market for knowledge

- Enabling Open Science
- Equity in Open and Responsible Research
- Research Infrastructures
- Inclusive and intersectional gender equality
- Research Careers
- Research Assessment
- Knowledge Valorisation
- Freedom of Scientific Research
- Fundamental research and scientific leadership
- Establishment of a European Science for Policy ecosystem
- AI in science and research in the EU
- Global Approach to R&I
- Knowledge Security

Research and innovation excellence

- Improve EU-wide access to excellence
- A new ERA for Research Management



Green and digital transition

- Revamping the SET Plan (merger with Renewable Energy Valleys, tbc)
- Greening Research: first steps towards sustainable research practices
- Non-animal approaches in biomedical research and testing pharmaceuticals
- A harmonised framework to support integrity and ethics in R&I
- Unleashing the full R&I potential of Europe's universities
- Industrial transformation for Europe's competitive sustainability and strategic autonomy
- Citizen Engagement, including trust in science for a stronger and more democratic European society

Investments and reforms

- An R&I foresight community of practice



THANK YOU!

*RTD A2 - ERA, Spreading Excellence and Research Careers
DG Research and Innovation
REA C4 – Reforming European R&I and Research Infrastructures*

More information on the [European Research Area](#) and the [ERA Policy Agenda](#)

