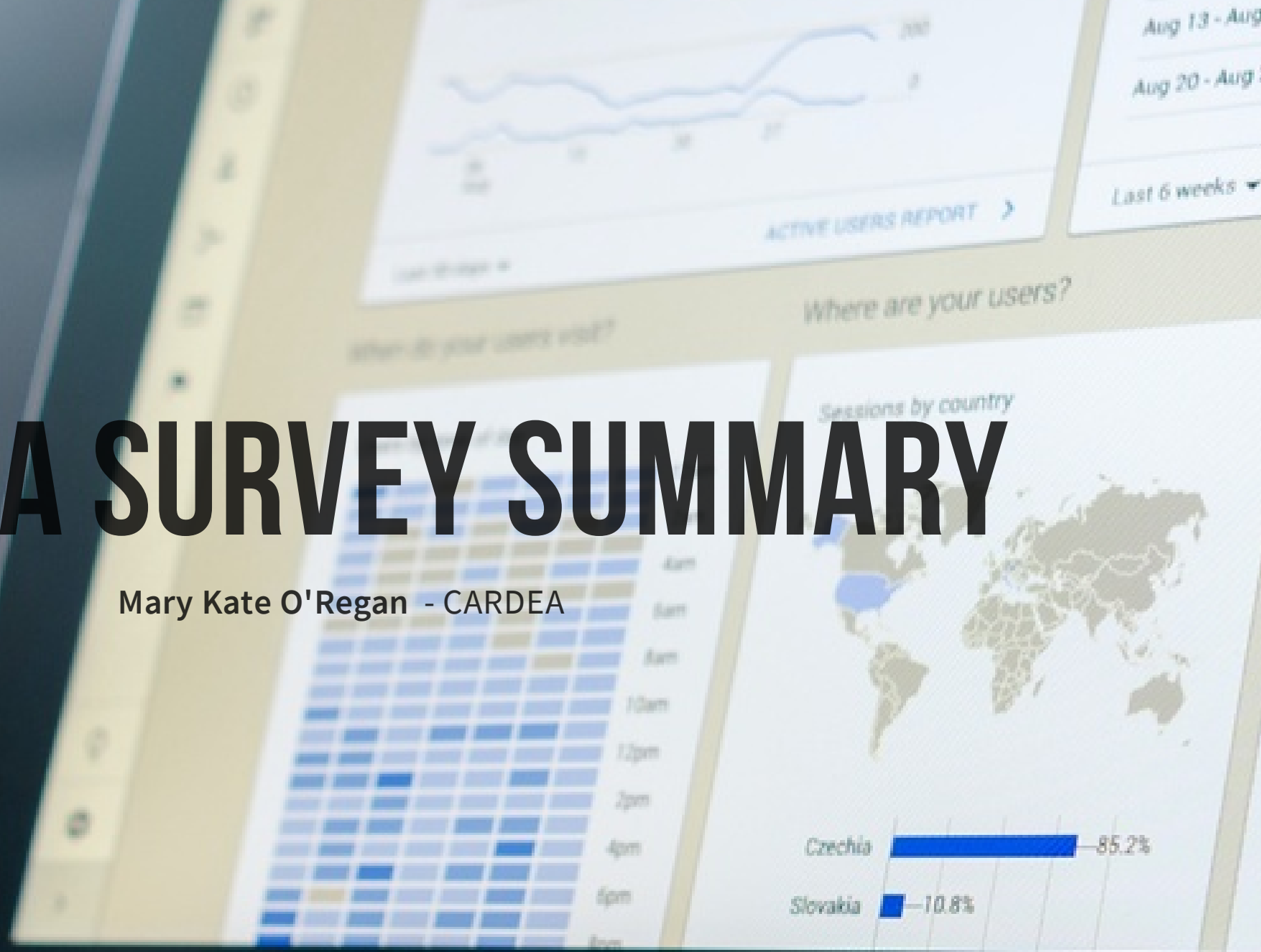




CARDEA SURVEY SUMMARY

Mary Kate O'Regan - CARDEA





PRELIMINARY RESULTS



SUMMARY REPORT ON CARDEA SURVEY

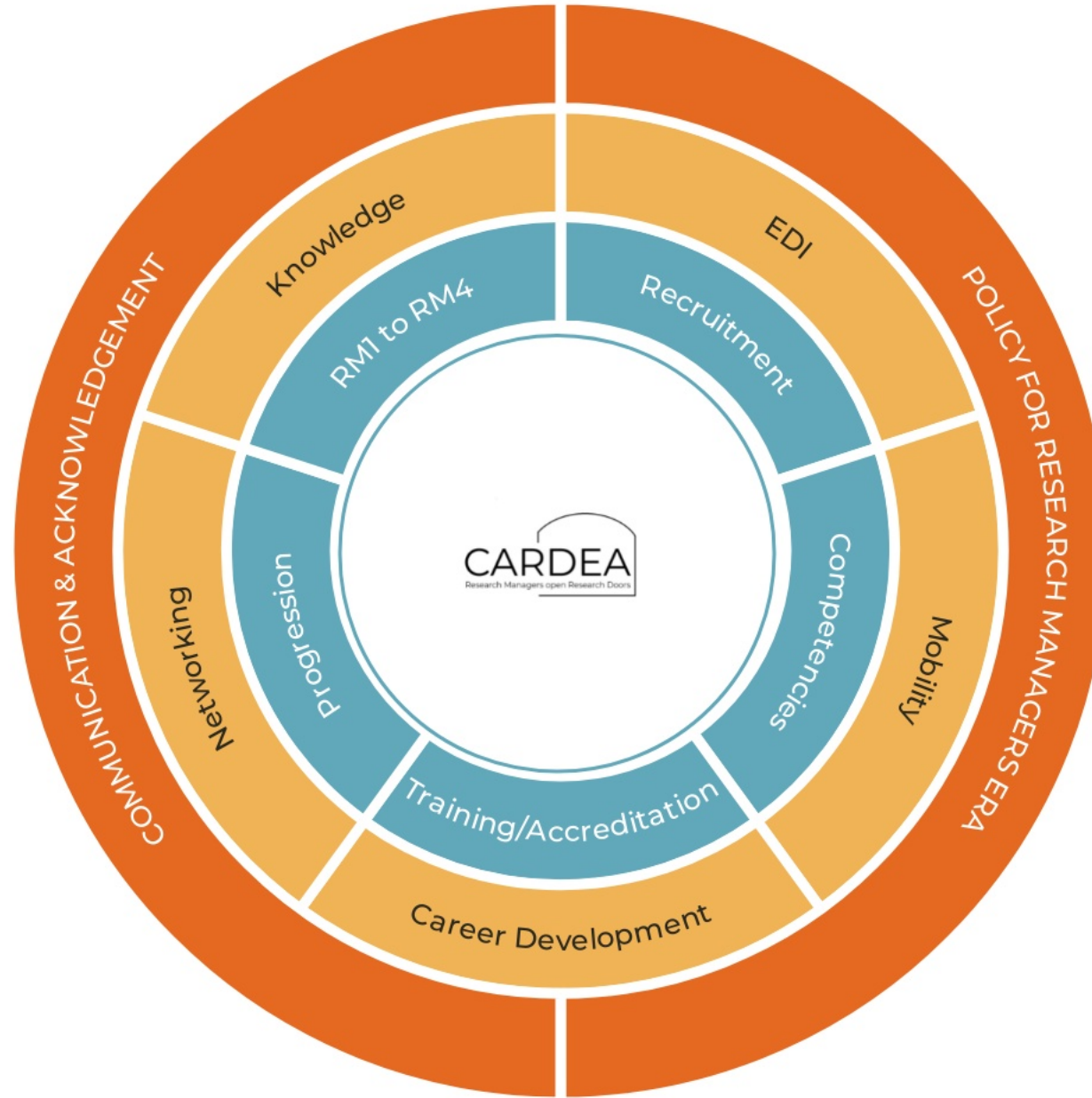
This summary report details preliminary findings in graphic form for the research phase of the CARDEA project. To deliver a once in a generation change for Research Managers, it was first necessary to develop a detailed understanding of the contexts, challenges and opportunities that face Research Managers within and beyond the EU from a Human Resource perspective.

855 Research managers were asked 97 unique questions (and 416 individual items) about their demographics, employment, skills and education, motivation and satisfaction and professional networks and mobility using an online survey. Standardised lists and instruments were used where possible. The results show that research managers are a diverse group of professionals sharing several common characteristics. Three-quarters are female and 80% have postgraduate qualifications. The results also show that Research Managers mostly live and work in the country they were born in. Mobility between roles and within sectors (not geographic) is the predominant form of mobility.

Many participants report successful careers but there are serious concerns around progression and recognition of Research Management as a career.

These results provide a solid evidence baseline to contribute to the design and career architecture required to develop Research Management Careers within the ERA.

CARDEA MATRIX



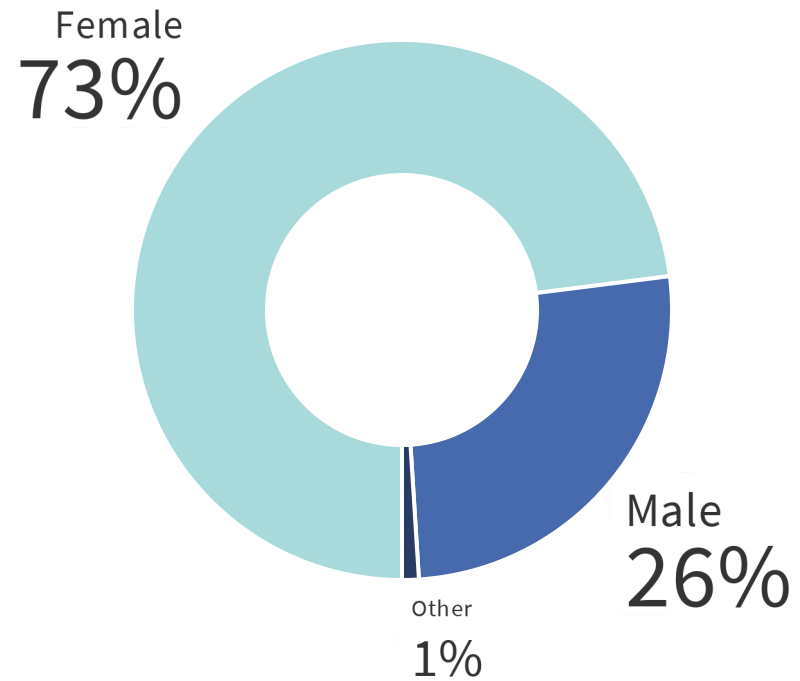
CARDEA SURVEY

RESPONSE RATE = 855

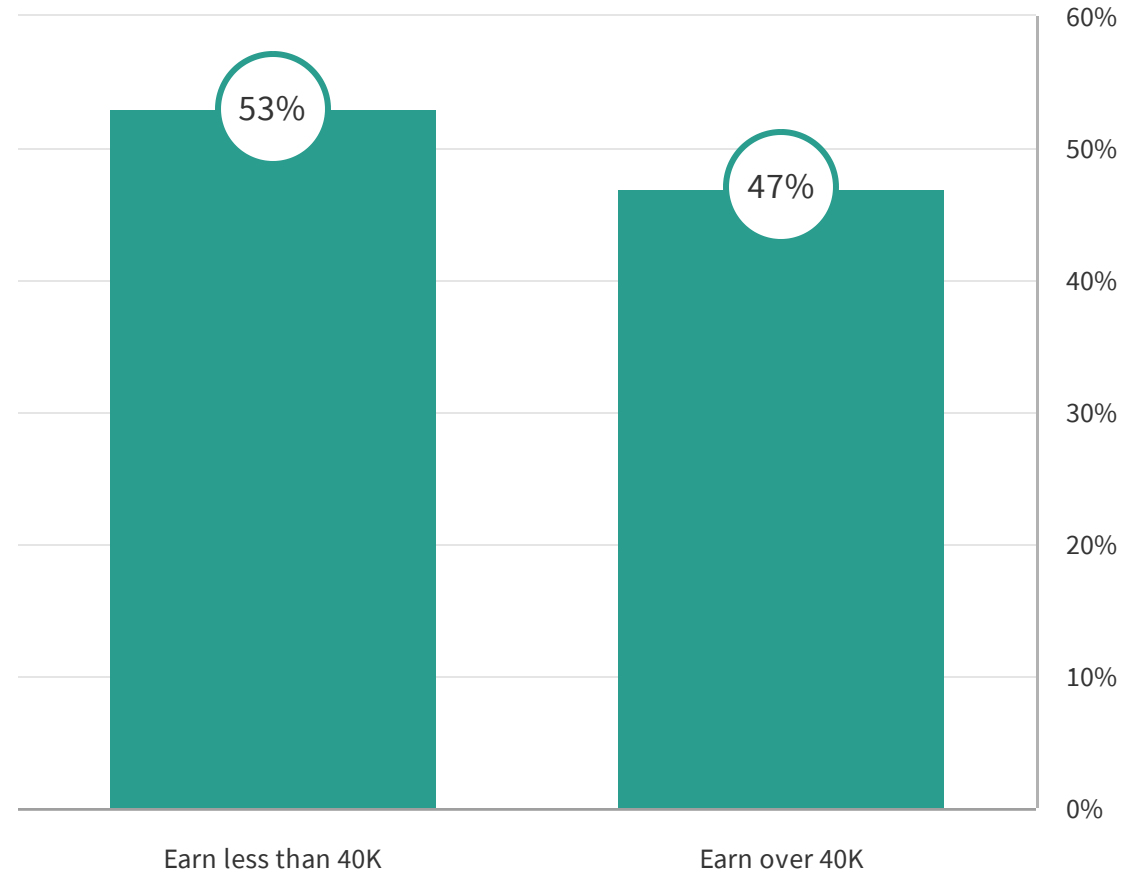


CARDEA RM PARTICIPANT PROFILE

Gender

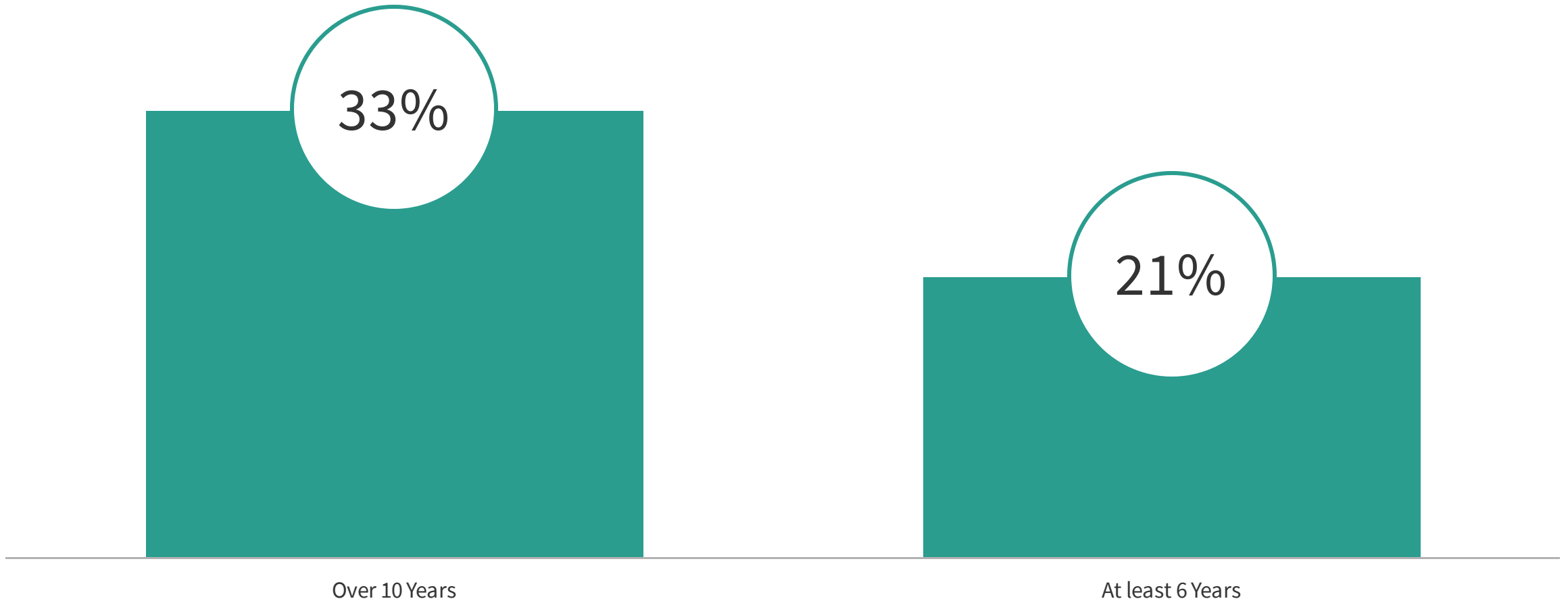


Salary Average = €37,600

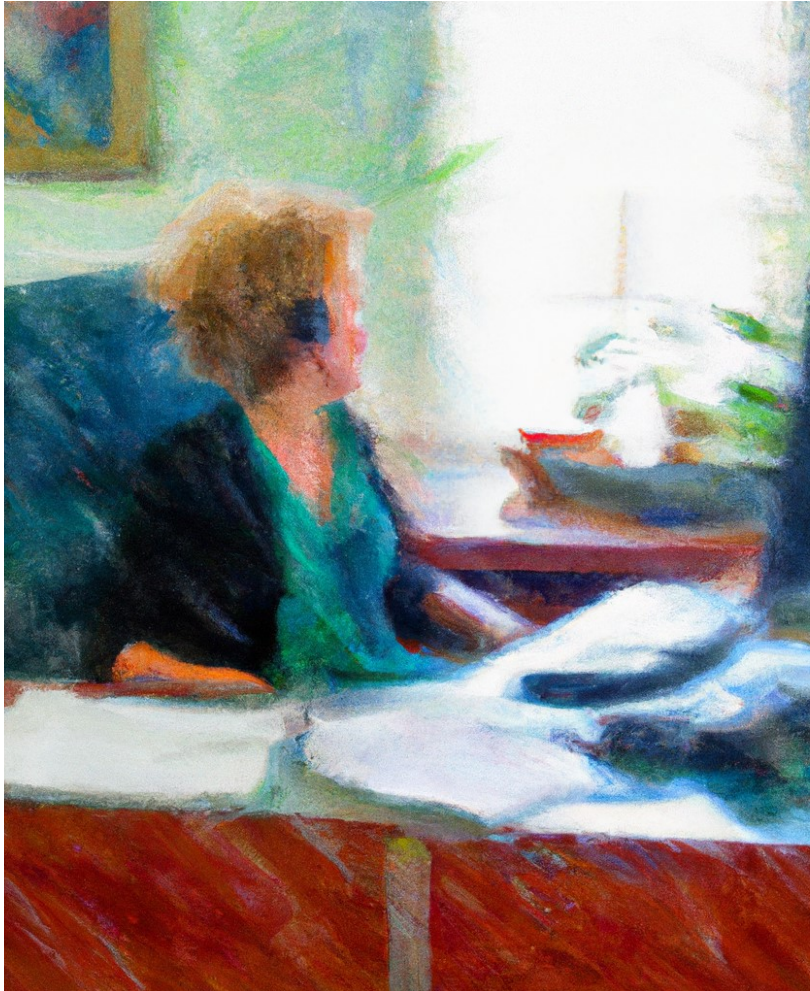


RM YEARS OF EXPERIENCE

Responses are distinct not additive



CARDEA RM PARTICIPANT PROFILE



Average Age

43 YEARS

EU Nationals

86.5%

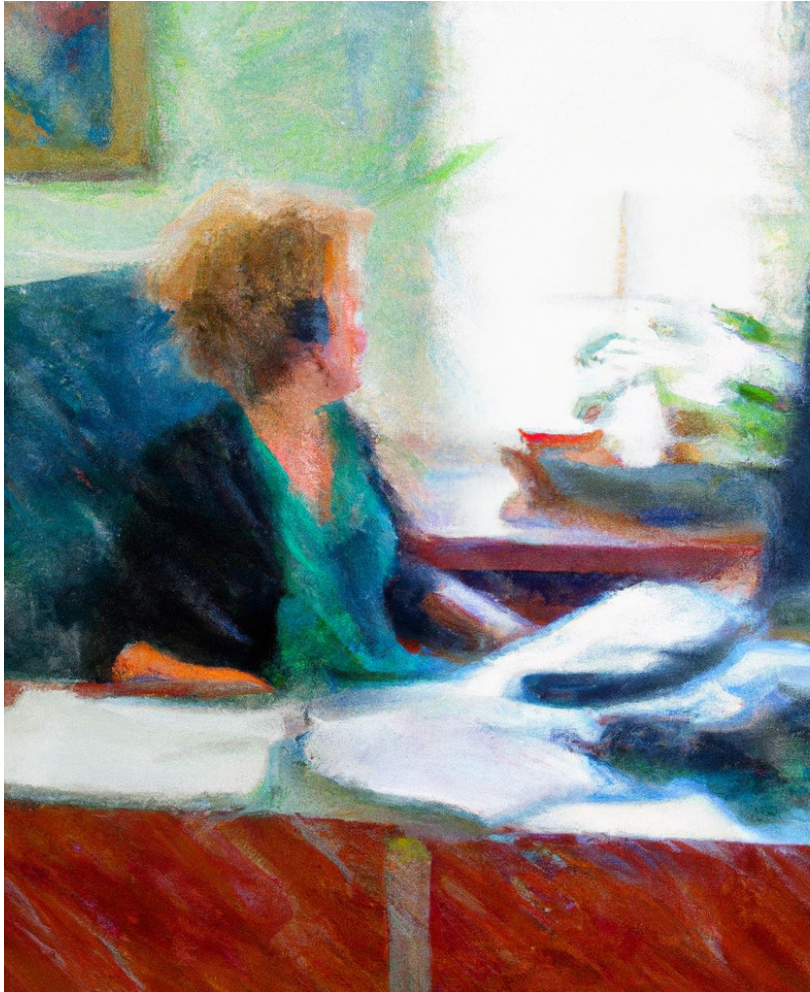
Work and live in country of birth

87.6%

2 Languages

79.1%

CARDEA RM PARTICIPANT PROFILE



PhD

53.9%

PhD and Masters

90.8%

Member of a professional RM Association

42.5%

Specific RM Qualification

19%

EMPLOYMENT AND SALARY FUNDING

66%

Permanent or Equivalent
Employment Contract

34%

Fixed Term Employment Contract

70%

Core Funded

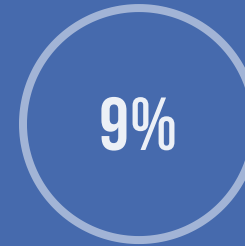
30%

Research/Other

HOW RM'S WORK



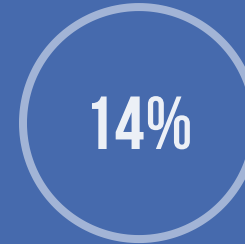
Manage an Individual Project



Researcher and Research Manager



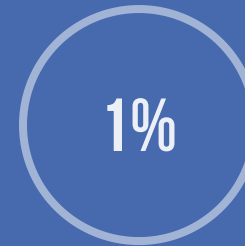
Provide Specialised Professional Services to a range of Research Projects



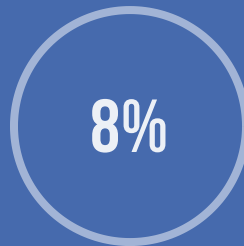
Lead Research Management across an entire institution



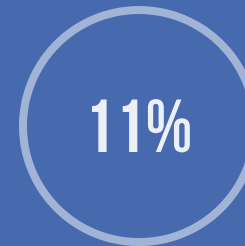
Lead a team supplying Specialised Services to Research Projects



Lead Research Management across multiple institutions



Manage several Research Projects directly



Other

RESEARCH MANAGER COMPETENCIES IDENTIFIED



Technical Skills



Outreach & Community



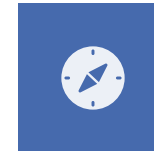
Communication



Specialised Knowledge



Financing/Contracting



Relationship Management



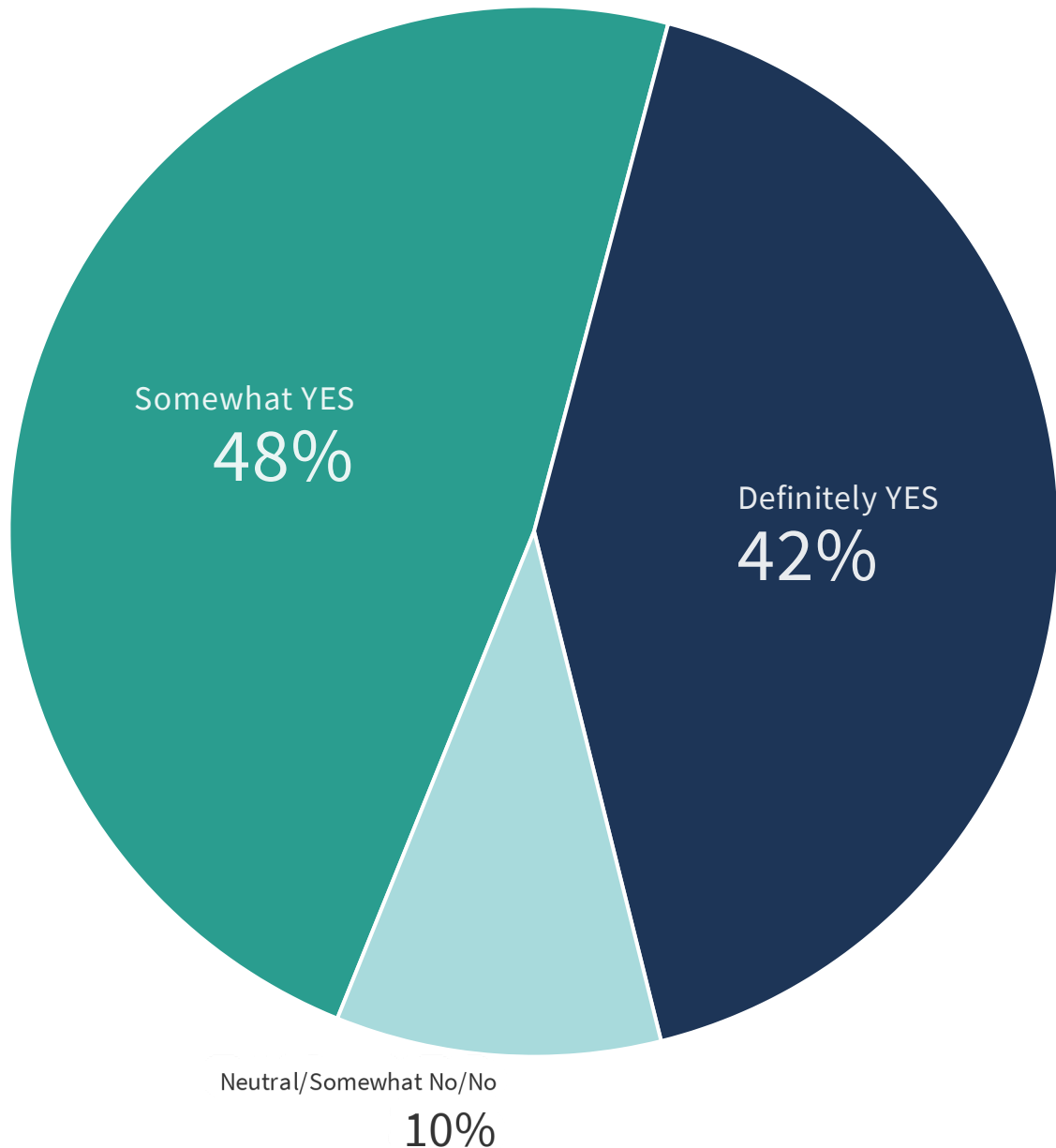
Project Management



Line Manage. Talent Dev.

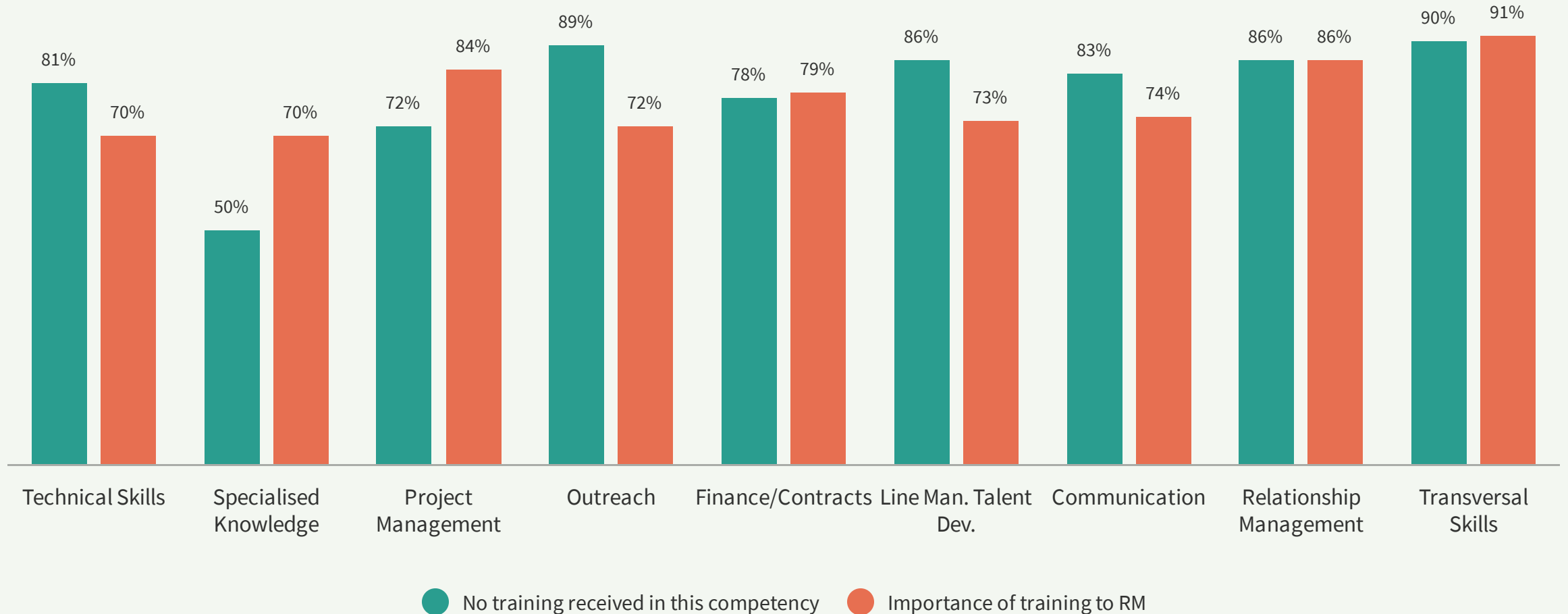


Transversal Skills



DO YOU HAVE THE SKILLS TO BE AN EFFECTIVE RM?

COMPETENCIES CARDEA MATRIX



RM Networking Behaviours (Multiple Answers Possible)

1

Within your organisation

74.1%

2

With other RM's

65.9%

3

Beyond your Organisation

72.1%

4

With Researchers

58.4%

5

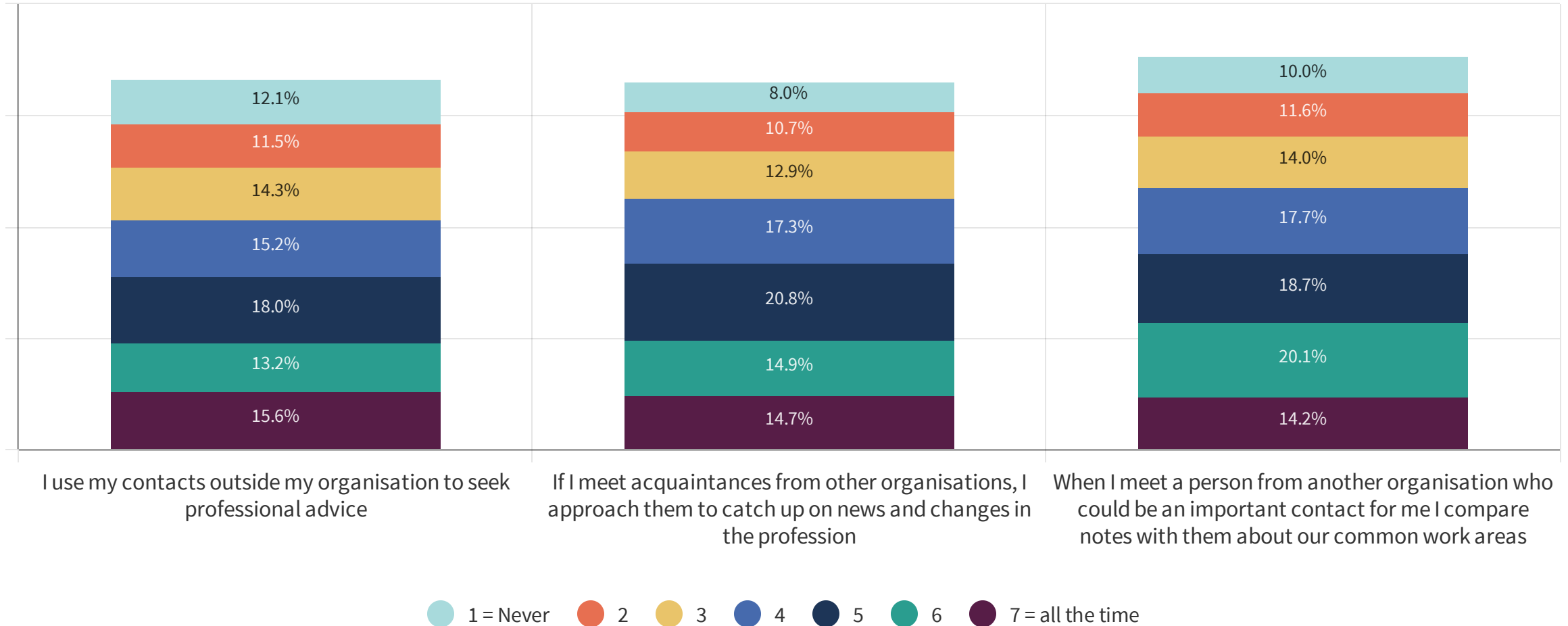
Social/Family for professional reasons

21.8%

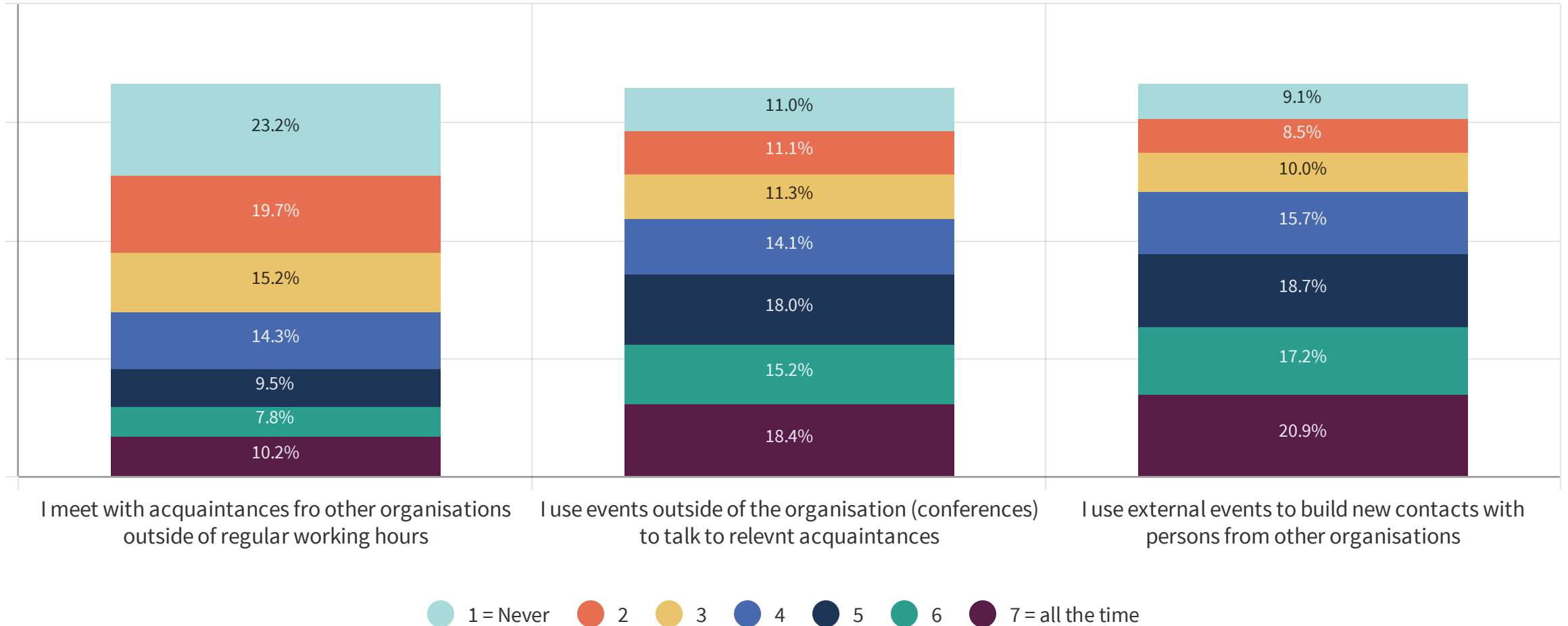
6

Other = 1.8%

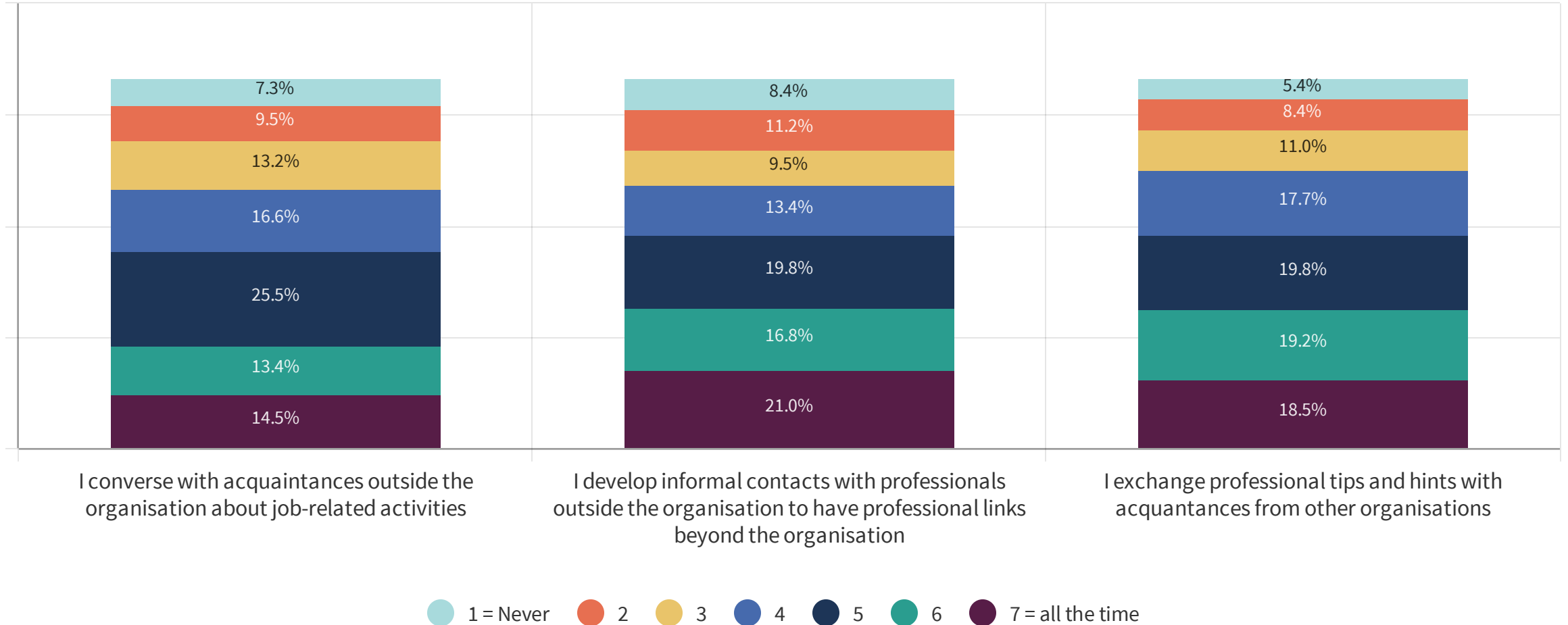
NETWORKING RESEARCH MANAGERS



NETWORKING RESEARCH MANAGERS



NETWORKING RESEARCH MANAGERS

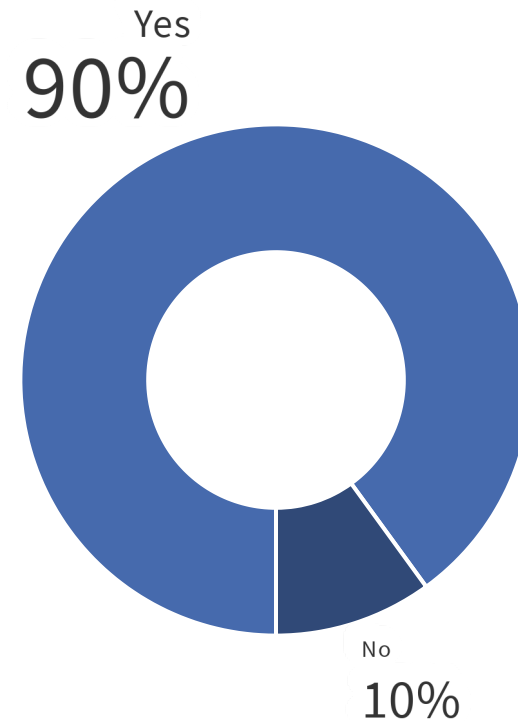


RM QUALITY OF WORK

Do you feel your organisation values and recognises your contribution to research management appropriately?

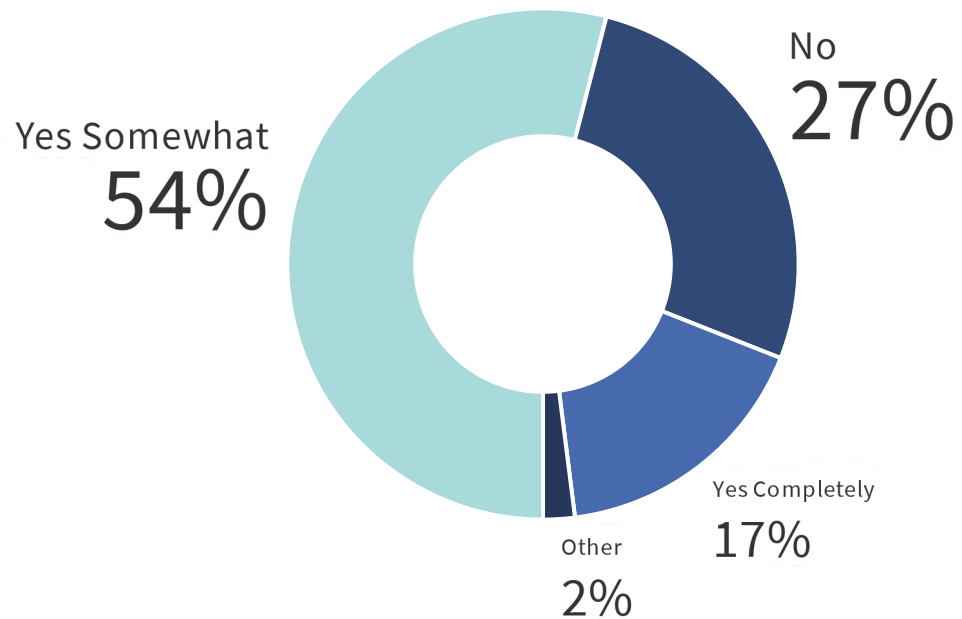


Do you understand how your role fits in your organisation?

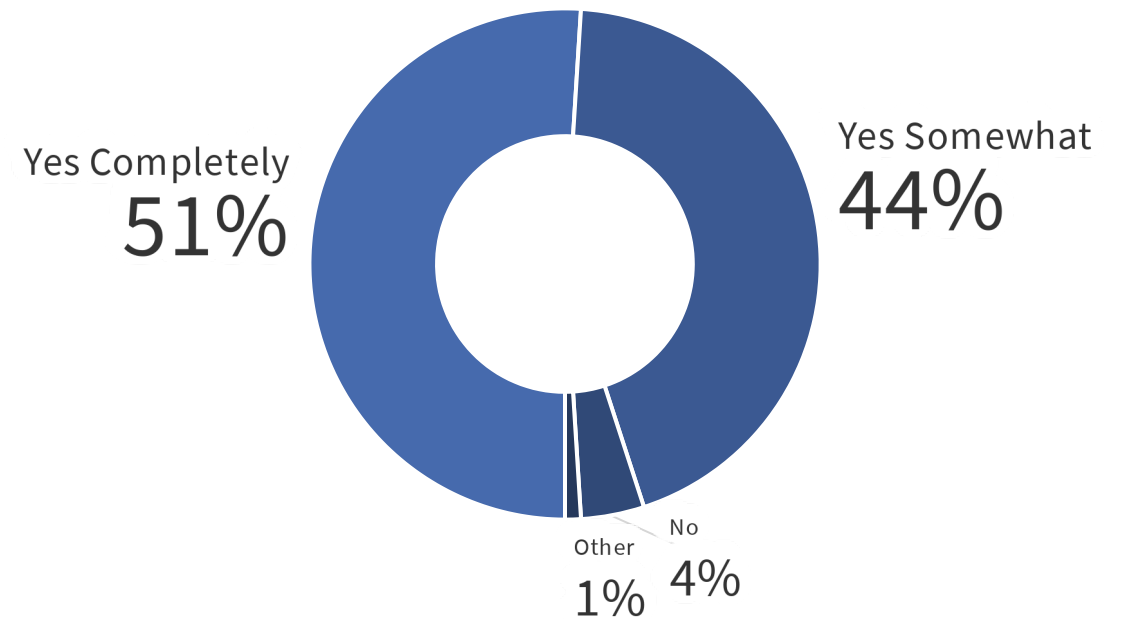


RM QUALITY OF WORK

Do you have suitable opportunities to contribute to organisational decision making at the appropriate level?

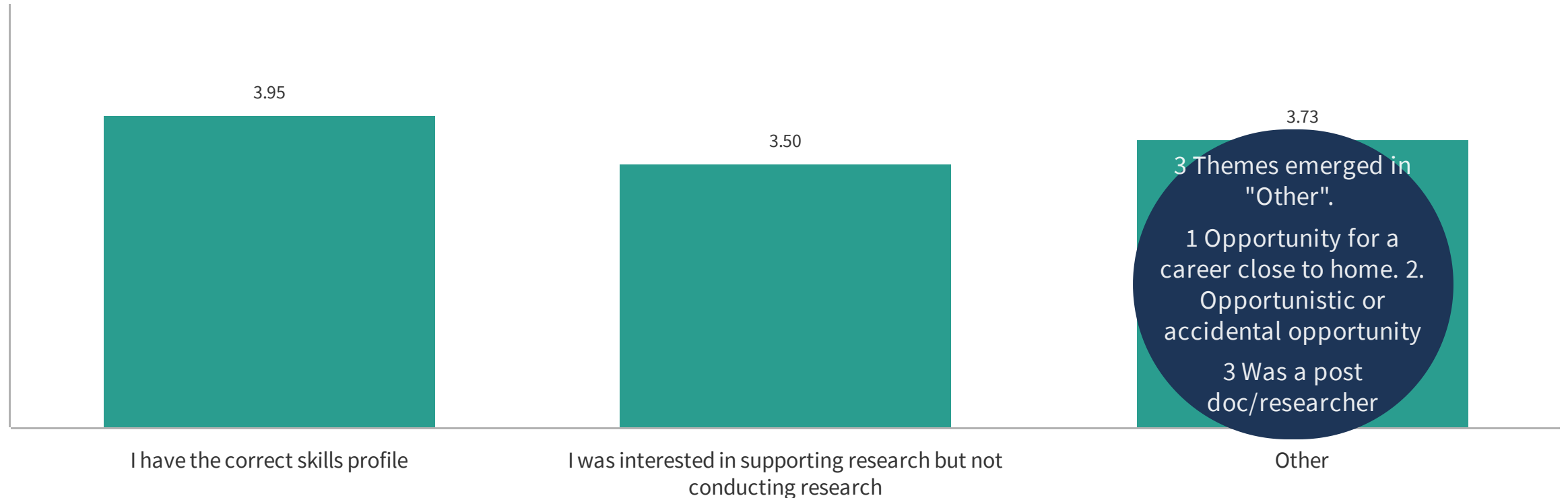


Do you enjoy an appropriate amount of work autonomy to choose your methods of working and pace of work?



ROUTES INTO RESEARCH MANAGEMENT CAREER

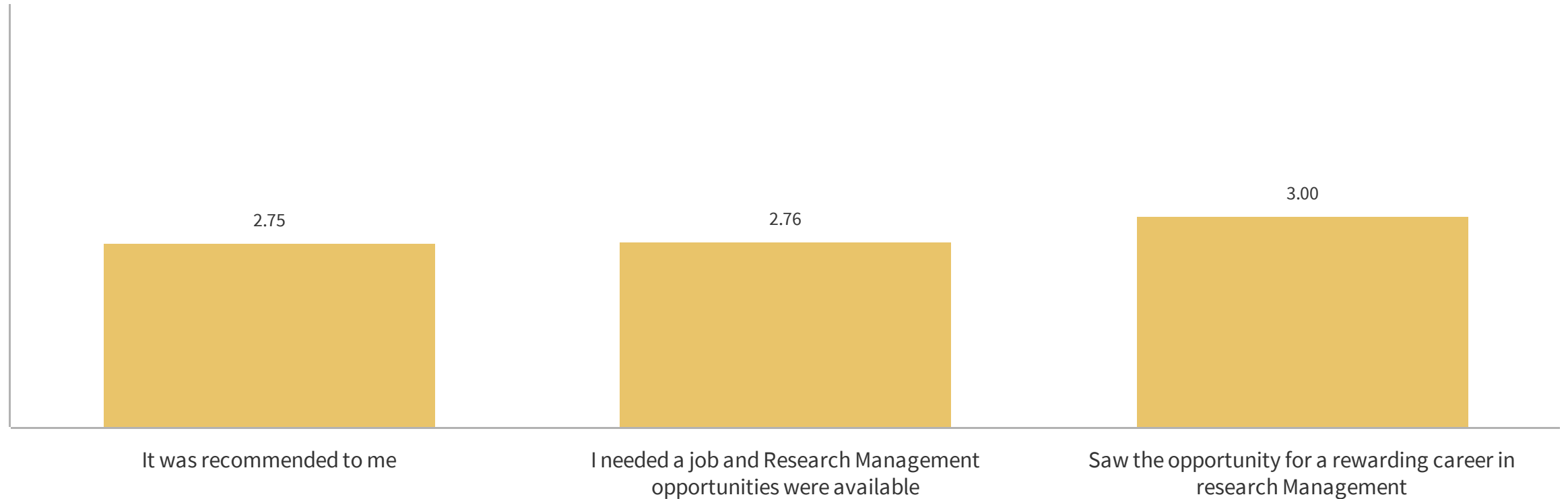
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

ROUTES INTO RESEARCH MANAGEMENT CAREER

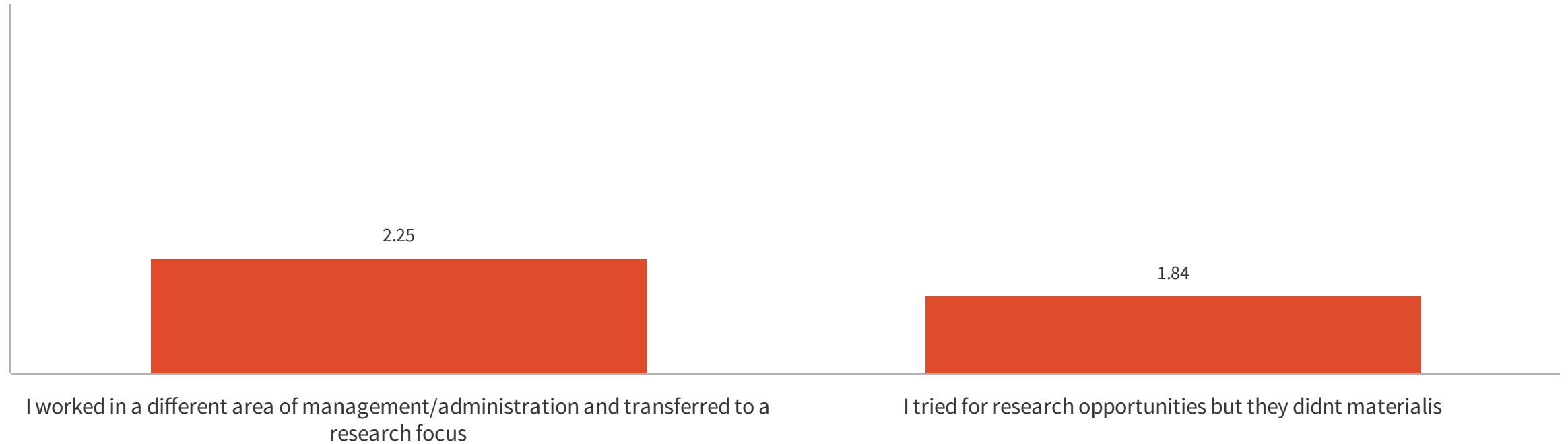
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

ROUTES INTO RESEARCH MANAGEMENT CAREER

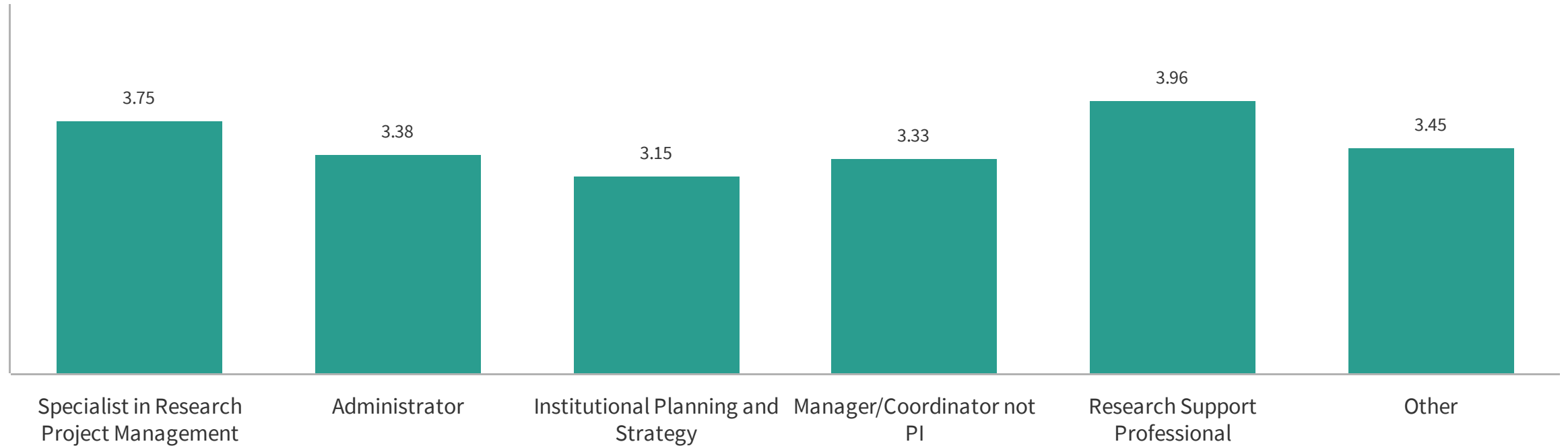
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

ROLE IDENTIFICATION/RELATE TO ROLE

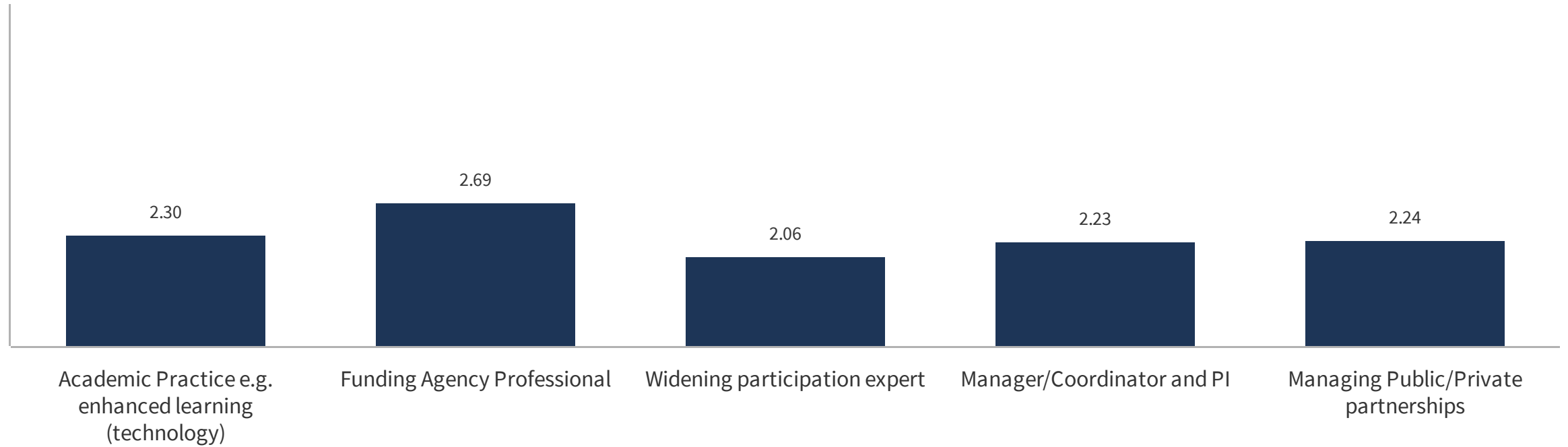
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

ROLE IDENTIFICATION/RELATE TO ROLE

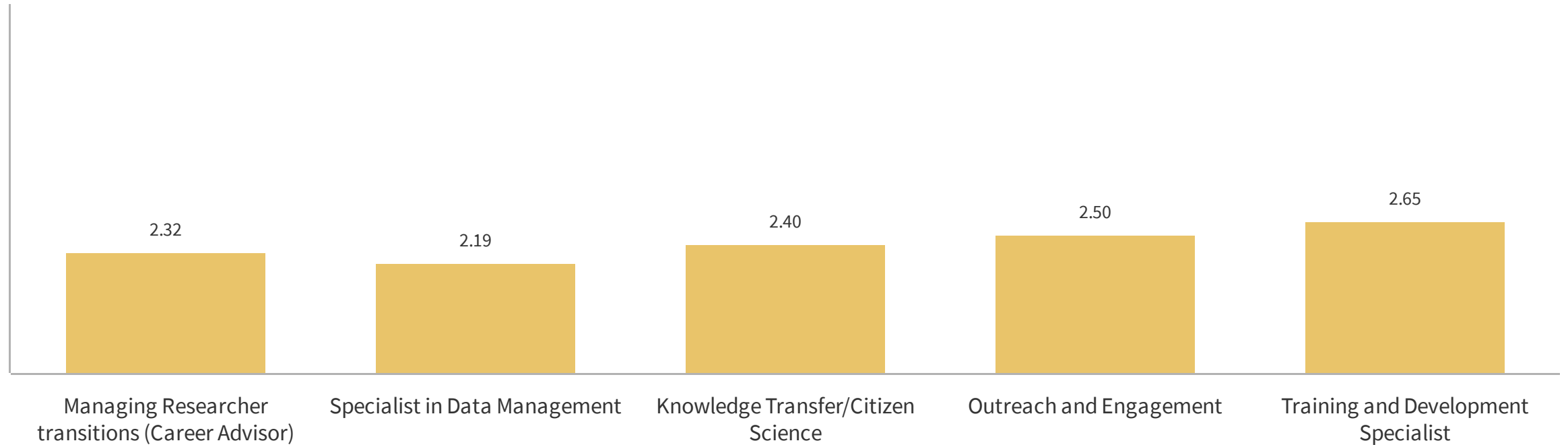
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

ROLE IDENTIFICATION/RELATE TO ROLE

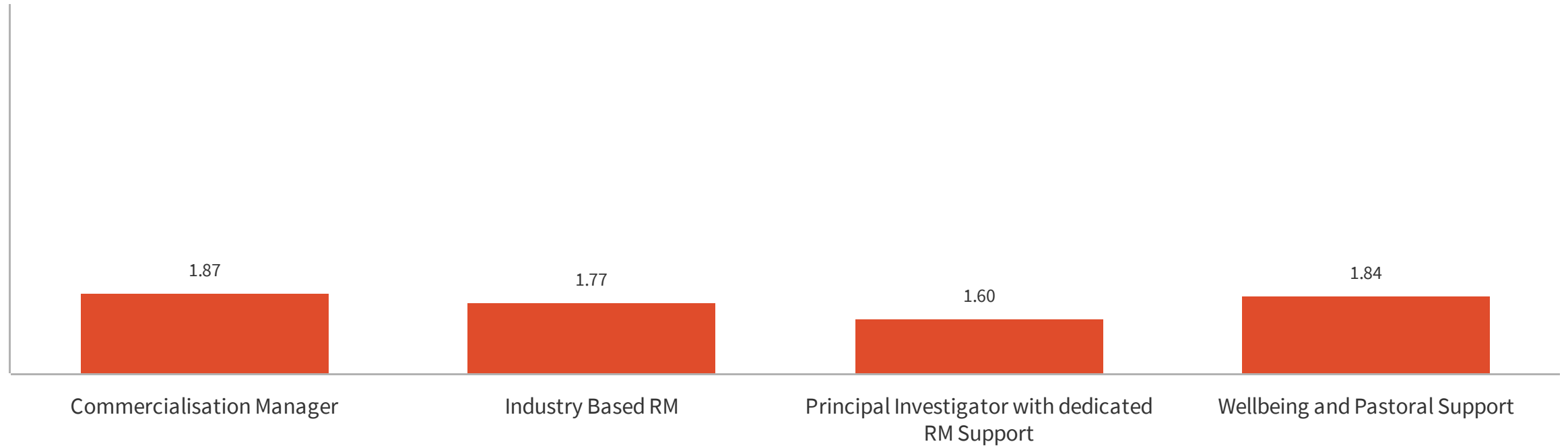
Gauge values 1 - 5



Values are mean scores on a scale from 1 to 5

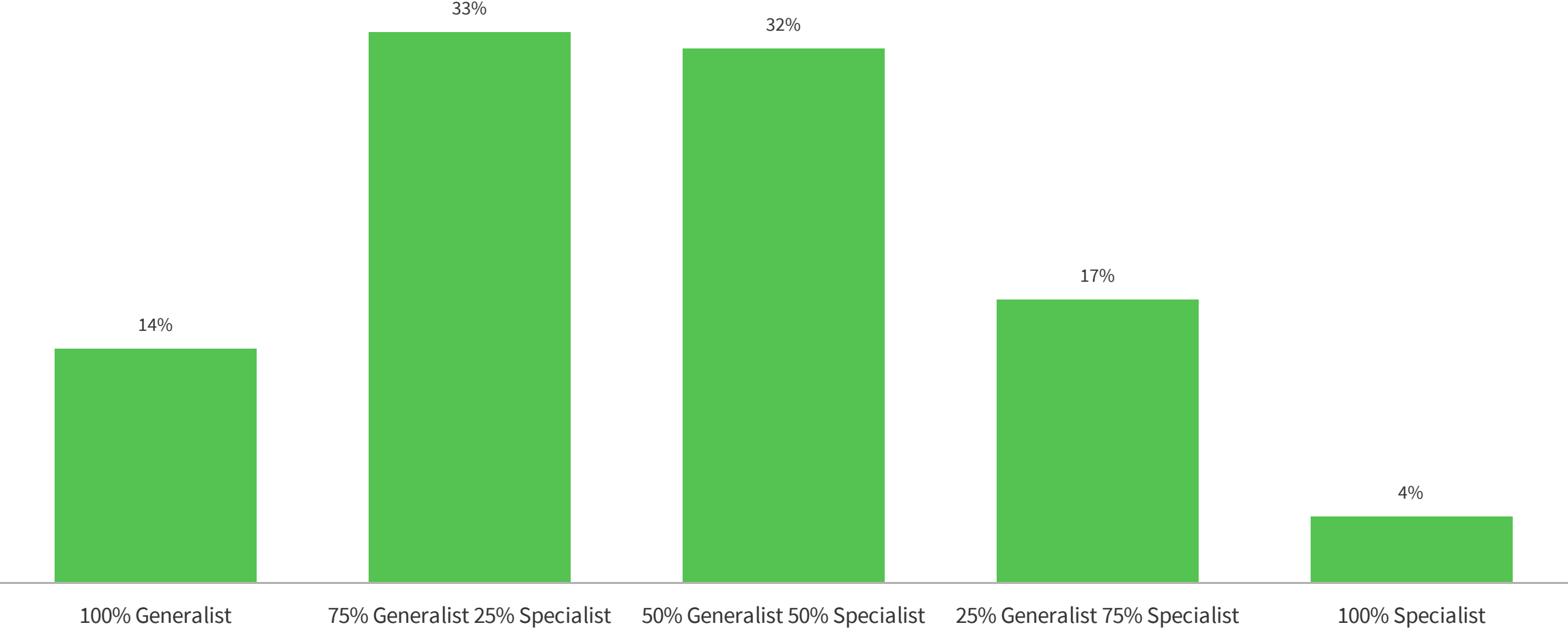
ROLE IDENTIFICATION/RELATE TO ROLE

Gauge values 1 - 5

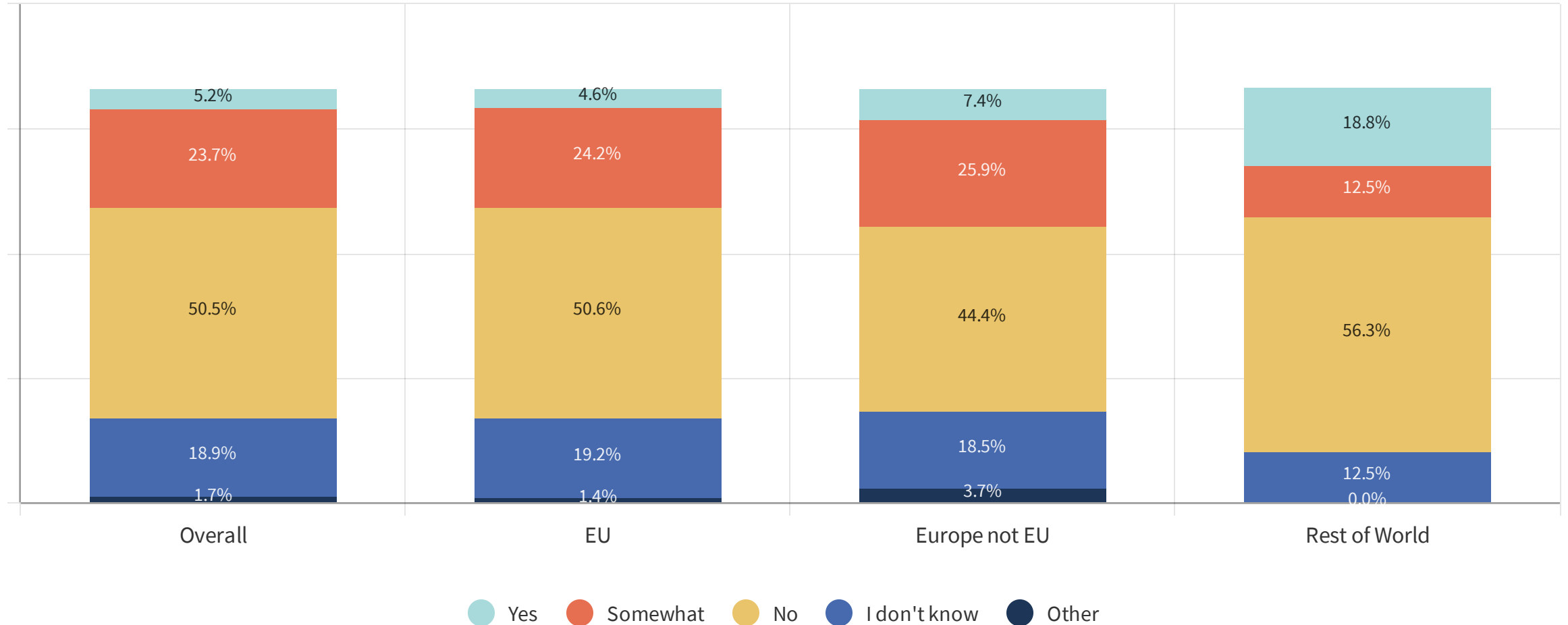


Values are mean scores on a scale from 1 to 5

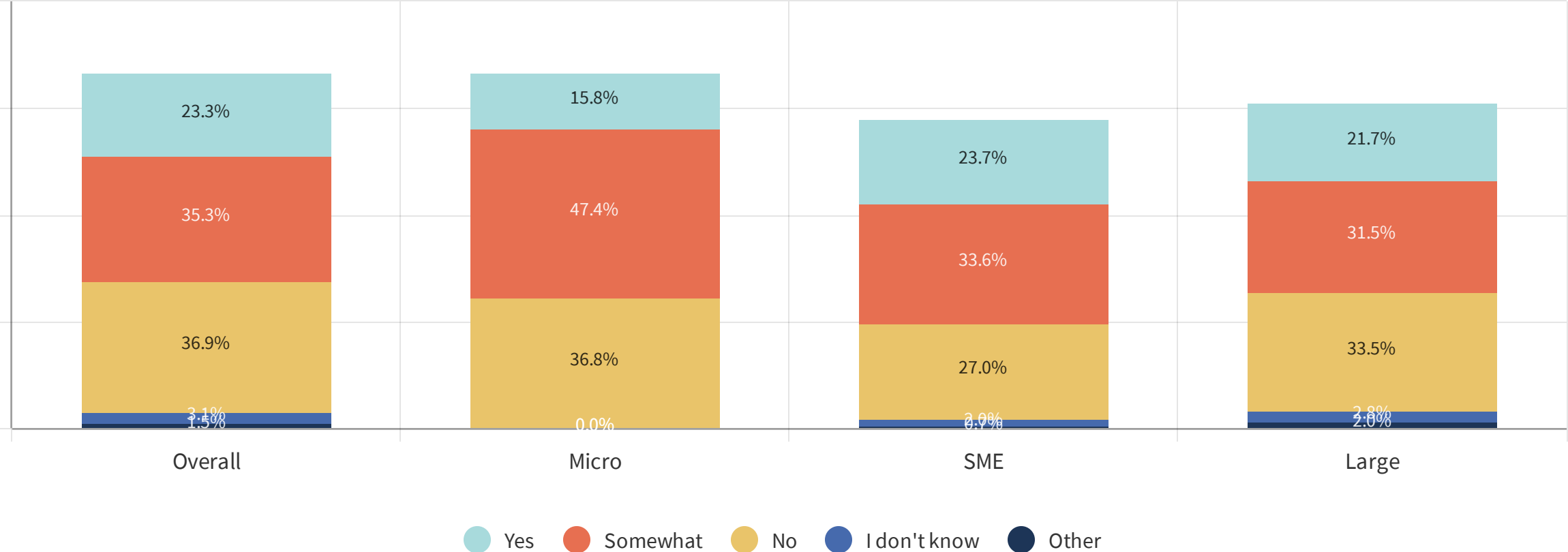
SPECIALIST/GENERALIST



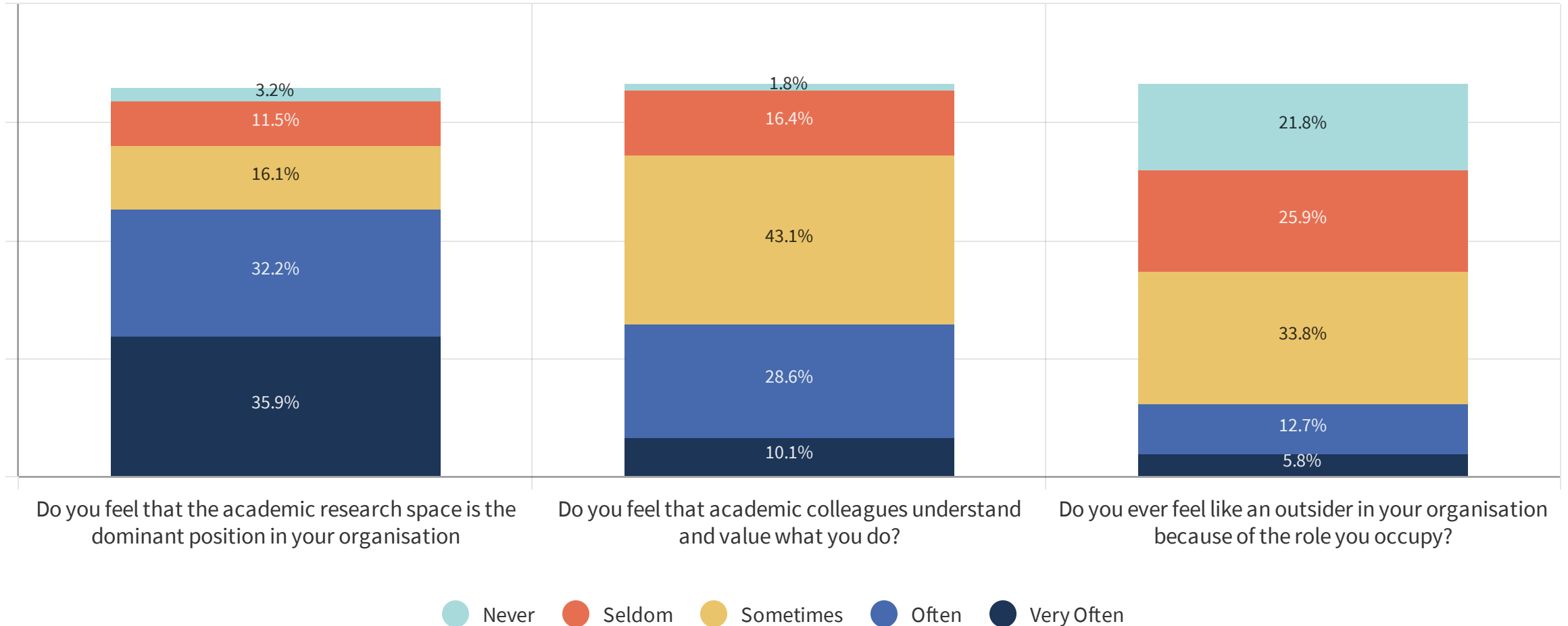
RESEARCH MANAGEMENT RECOGNISED AS A PROFESSION



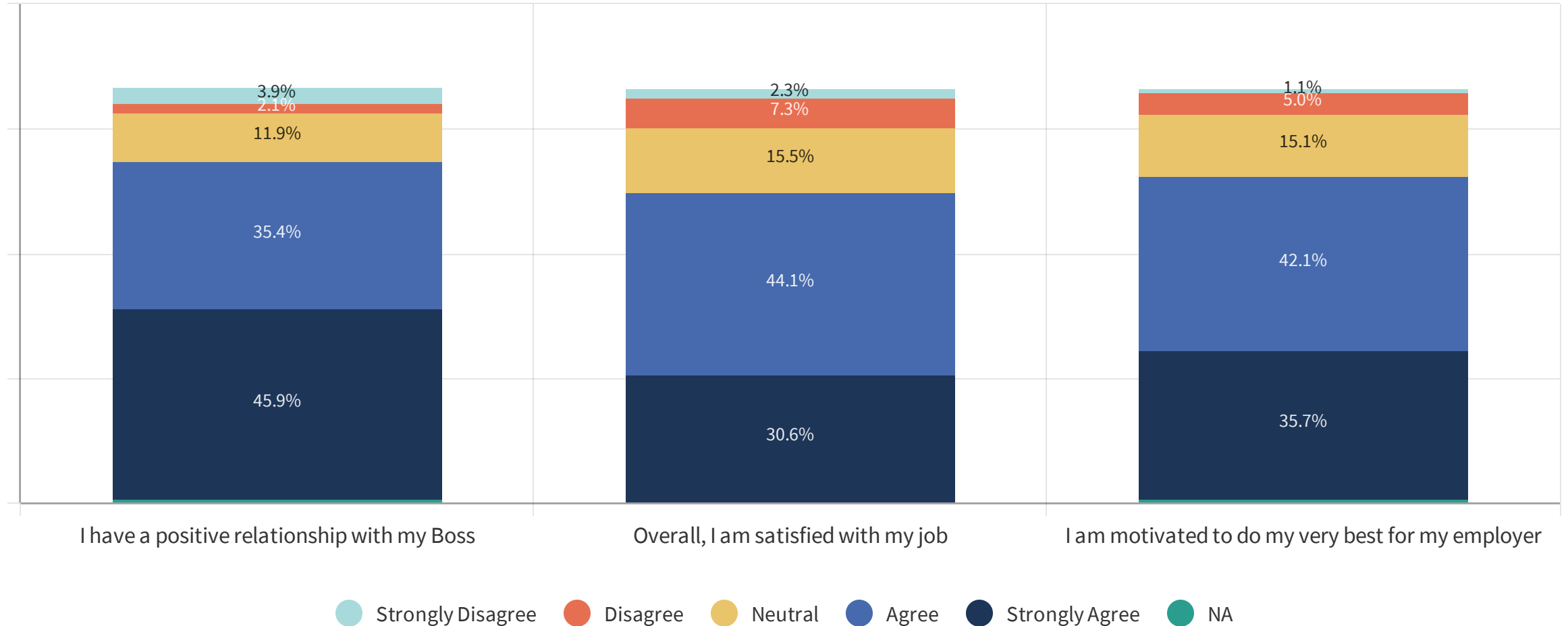
RESEARCH MANAGEMENT RECOGNISED AT ORGANISATIONAL LEVEL



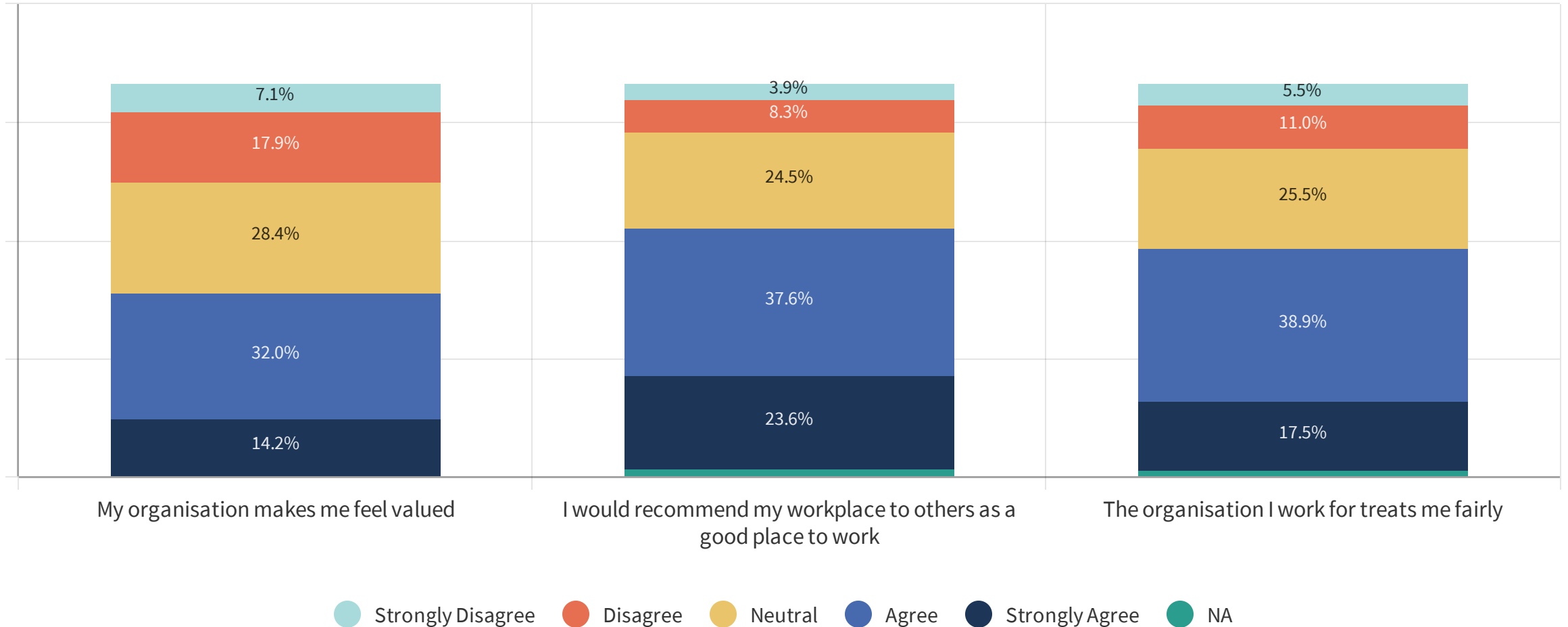
PROFESSIONAL IDENTITY - RESEARCH MANAGERS



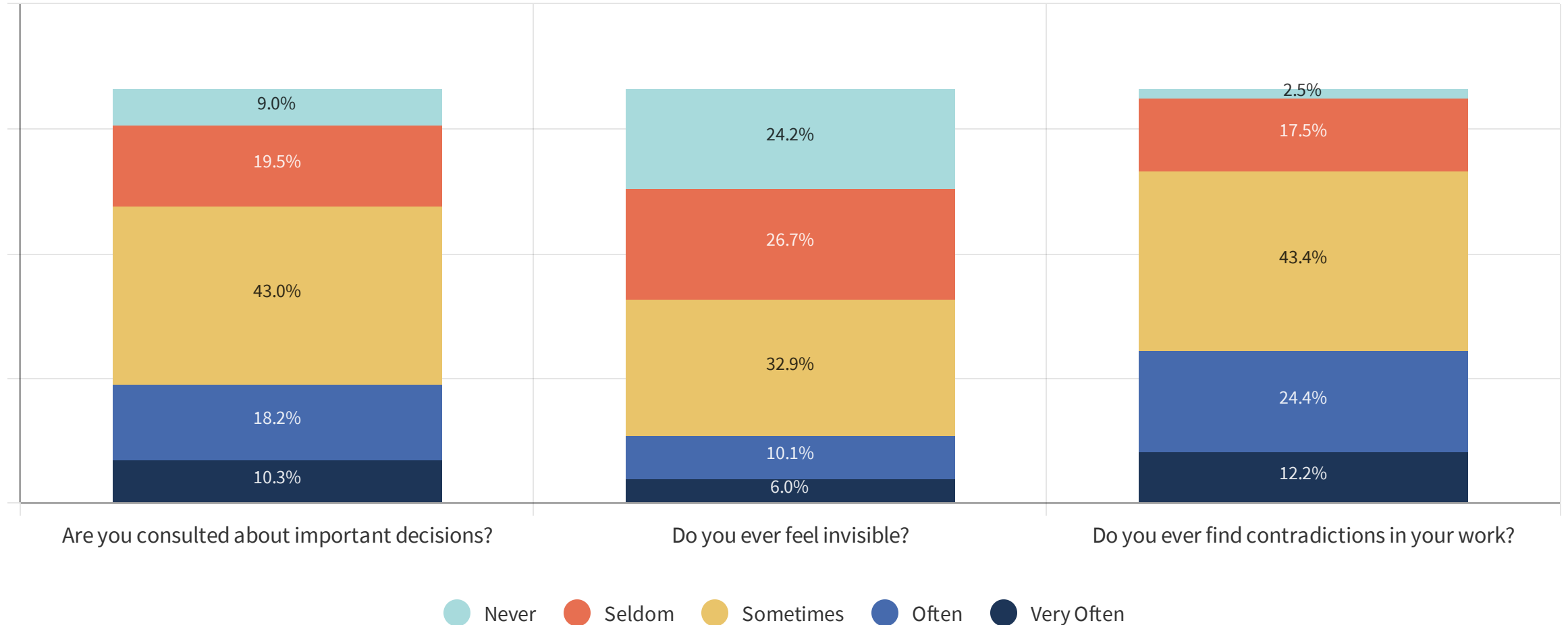
PROFESSIONAL IDENTITY - RESEARCH MANAGERS



PROFESSIONAL IDENTITY - RESEARCH MANAGERS

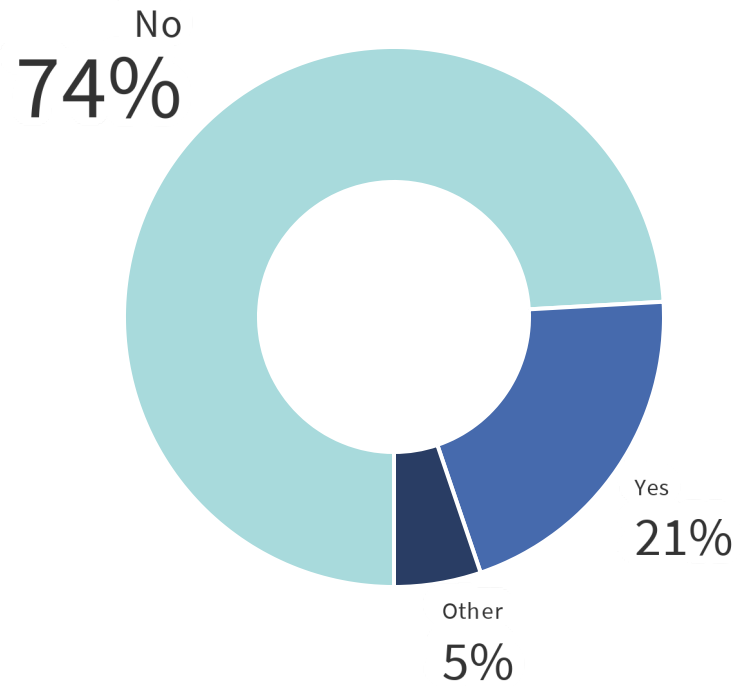


PROFESSIONAL IDENTITY - RESEARCH MANAGERS

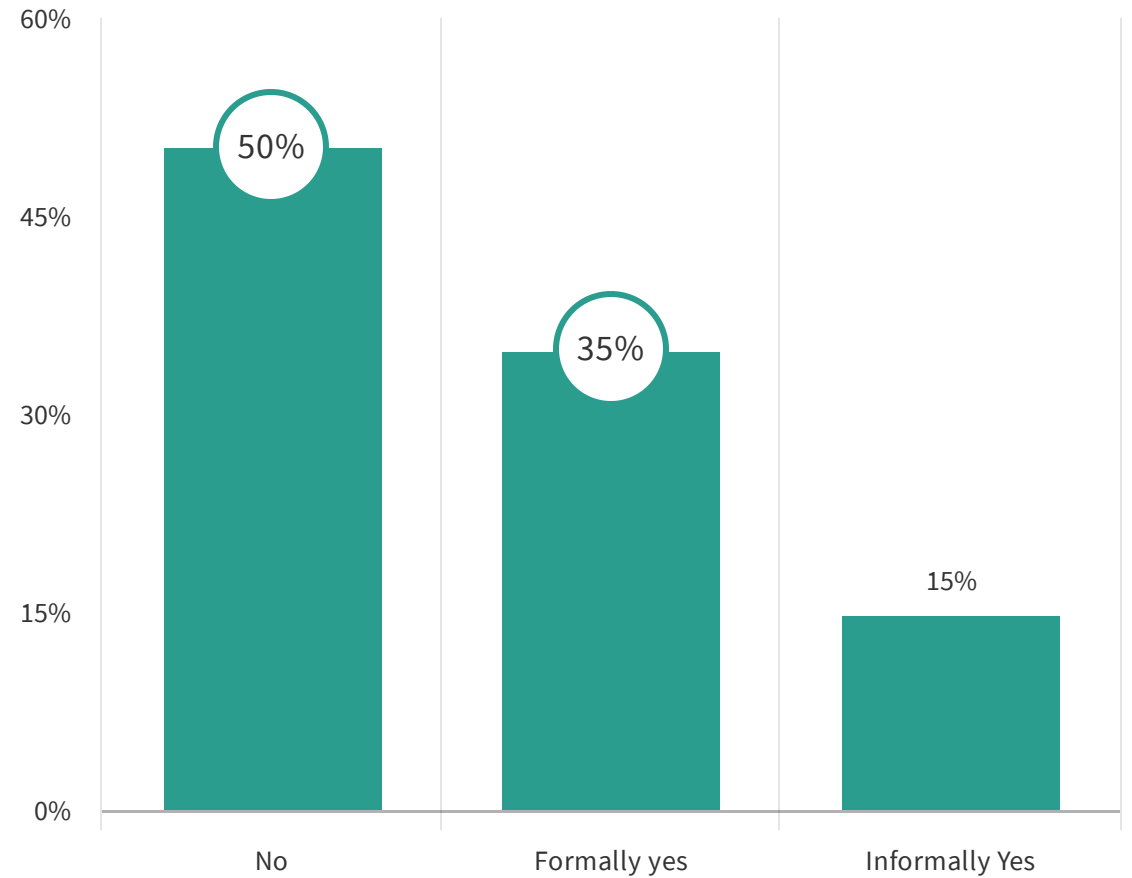


PROGRESSION/PROMOTION

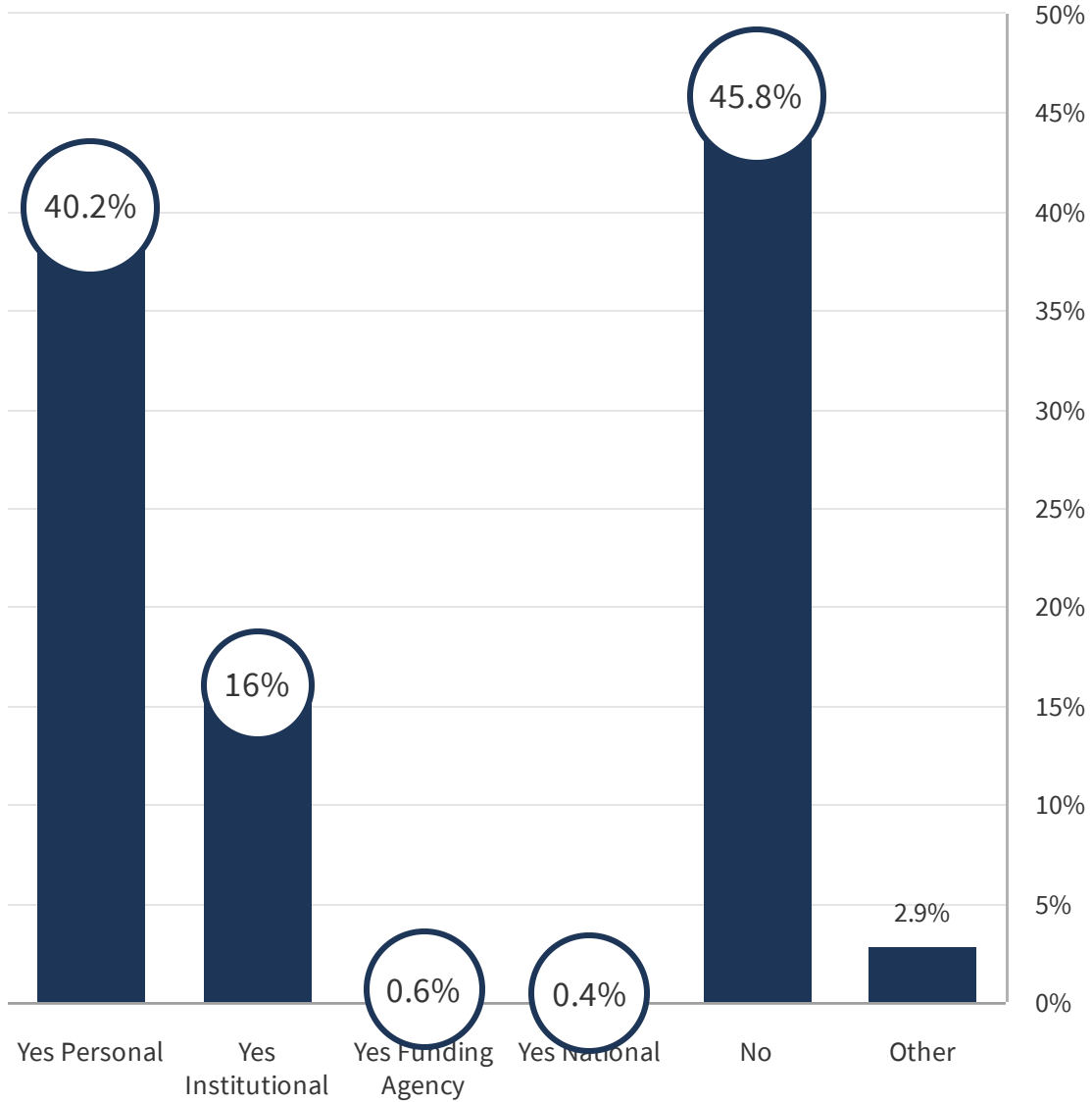
Is progression available to you?



Have you been Promoted?

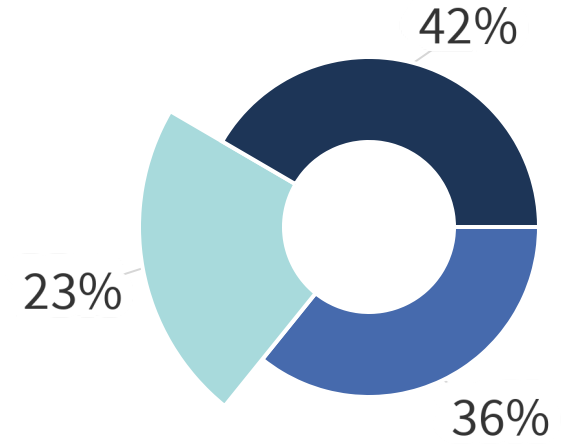


Personal Development Plan?



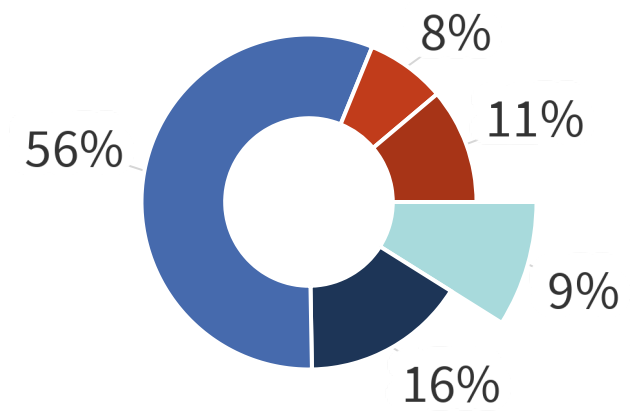
CONTINUOUS PROFESSIONAL DEVELOPMENT

- Yes during working hours
- Yes on personal time
- No



TIME ON CPD

- None
- <8 Hours
- 9 to 40 Hours
- 41 - 80 Hours
- >81 Hours



CHANGES WANTED IN NEXT 10 YEARS



Recognition

"A better recognition in the scientific but also the society in general. Sometimes even inside our institution people don't totally understand our job..."



Visibility

"Being a recognised professional, no need to explain to my homies what an RM is from scratch."

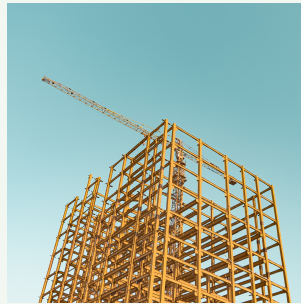


Appreciation

"That the funding institutions should finance the management of the projects properly and that also the Directorate should be trained to recognise the complexity of this profession."

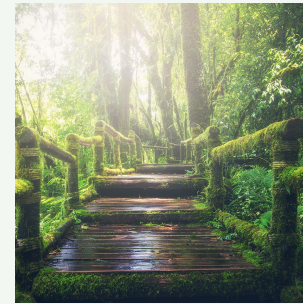


CHANGES WANTED IN NEXT 10 YEARS



Framework

"Development of RM as a profession with international standardised qualifications, job skills and competencies and a career pathway".



Career Pathway

"I want to see that it is acknowledged as a profession, there is a career-defined path and it's part of the careers within research institutions."



Definition of Roles

I would like to see it recognised, and not seen the same as other administrative roles. I think more specialisation is needed (grant writers, financial managers, innovation managers are very different roles) but one person like me manages all these roles together."

WISHING

“ I WOULD LIKE TO SEE IT REGARDED LESS AS A PROFESSION WHICH REQUIRES CERTIFICATES AND STAMPS AND MORE AS A CRAFT WHICH REQUIRES WORK EXPERIENCE AND A RANGE OF SKILLS WHICH ARE NOT NECESSARILY OBTAINED IN COURSEWORK. I DO THINK OF RESEARCH MANAGEMENT AS A PROFESSION IN MANY WAYS, BUT IT CAN BE SO WIDE IN SCOPE THAT I FEEL IT'S DIFFICULT FOR IT TO BE EFFECTIVELY LEARNED THROUGH COURSEWORK AND CERTIFICATION ALONE. I AM EFFECTIVE BECAUSE OF MY DIVERSE BACKGROUND, NOT BECAUSE I HAVE A DIPLOMA IN RM .”

Anonymous

MORE WISHES...

“ A CLEAR CAREER PROGRESSION FOR RESEARCH MANAGERS IS A PRIORITY. SO FAR MY RM CAREER HAS BEEN A SERIES OF TEMPORARY CONTRACTS IN ROLES WHERE PROMOTION WAS NOT POSSIBLE. WHILE I HAVE GAINED SKILLS IN EACH ROLE, THERE HAS BEEN LITTLE OPPORTUNITY TO MATCH MY PROFESSIONAL GROWTH TO PROGRESSION ON A CLEAR CAREER PATH. INSTEAD, WHEN EACH CONTRACT ENDS, I HAVE TO LOOK FOR A NEXT JOB THAT MIGHT PROVIDE NEW CHALLENGES. ”

Anonymous