



CARDEA

Career Acknowledgement for Research
(Managers) Delivering for the European Area
Grant Agreement No. 101058572

Policy Recommendations D 8.5

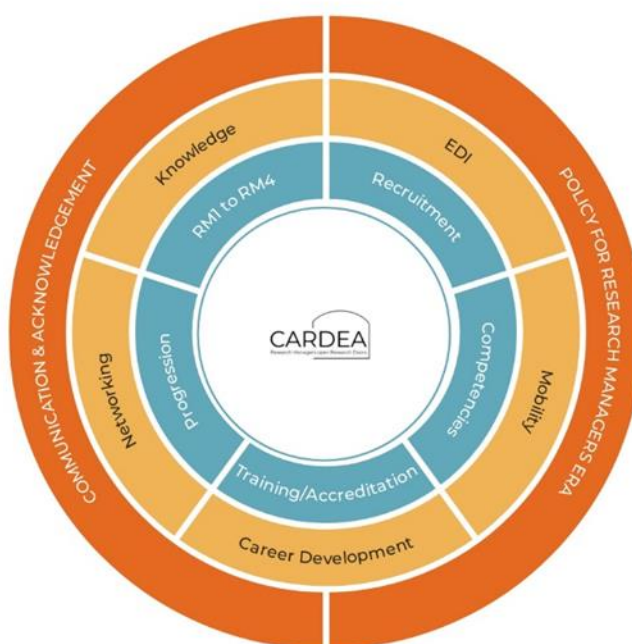


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Title of Deliverable – D 8.5 Policy Recommendations	
CARDEA - Career Acknowledgement for Research (Managers) Delivering for the European Area	
Project acronym	CARDEA
Grant No	101058572
Call identifier	HORIZON-WIDERA-2021-ERA-01-20
Start of project	1st June 2022
Duration	48 months
Deliverable no	D 8.5 Policy Recommendations
Work Package	WP8
Authors	Mary Kate O'Regan & Dr Olivia O'Leary
Work Package/Task leader	Dimitrios Sanopoulos & Achilleas Tsiligeridis

CARDEA MATRIX





EUROPEAN POLICYBRIEF

CARDEA

Interaction with Policy Re: Action 17



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INTRODUCTION (MAX ½ PAGE)

1. Project specific introduction to policy brief in terms of evidence produced by project which addresses policy objectives related to ERA Action 17.

The Treaty on the Functioning of the European Union (EU) and subsequent policy developments highlight the critical role of Research Managers in the EU's research landscape. The evolving policy narratives reflect a shift from the broad acknowledgment of various roles in the research and innovation (R&I) ecosystems to explicitly recognising the importance of Research Managers. Key policy developments from May 2021 to December 2023 underline the progression towards explicitly including research management as a distinct and vital role within the European Research Area (ERA). These milestones mark a significant progression in acknowledging the importance of Research Managers. They reflect the understanding that excellence in Research Management fosters an environment that enhances the quality and impact of research, leading to the groundbreaking discoveries and innovative solutions that drive progress and performance in R & I within the EU.

In December 2021, the Council recognised the need to include “*science management*” within EU policy. This development marks an essential step in acknowledging “*science management roles*” for successful science management, including digital skills for participation in collaboration networks. This policy's inclusion

of science management roles sets the stage for recognising research management as a distinct and essential role within the ERA Ecosystem.

In December 2023, the Council made a significant recommendation by proposing a European framework to attract and retain research, innovation and entrepreneurial talents in Europe. The narrative takes an important leap as this document clearly identifies research management careers. It further outlines the specific measures required, including the importance of defining the skills and competencies, for the *“development of relevant training, fostering comparability, and enabling effective management and support for research and innovation.”*

This policy journey demonstrates the EU’s commitment to defining, recognising, and supporting diverse talents within the ERA. Research management is highlighted as an essential part of the European Union research and innovation ecosystem. This paves the way for Member States to address the difficulties in promotion and career progression experienced by Research Managers in their institutions.

Moving forward, Action 17 in the Pact for Research (*Enhance the strategic capacity of Europe’s public research performing and funding organisations*) creates a mechanism to introduce a framework to provide empowering career architecture for Research Manager careers. This framework will enhance and strengthen the quality of R&I systems and create better working, employability, and other relevant framework conditions at all levels of the ERA. A framework which aims to communicate the various characteristics that Research Managers (included in “other research and development personnel”) may have throughout their careers is currently in draft format. It intends to provide a classification that is independent of a particular sector. It defines characteristics typically required for highly diverse careers in research management in the education, research, public and private sectors.

EVIDENCE AND ANALYSIS (MAX 1 PAGE PLUS IF RELEVANT SUCCESS STORIES IN ANNEX)

2. Outline your most policy-relevant findings in relation to the policy context described in the introduction. The Evidence and Analysis section of the policy brief should support the recommendations that follow:

All survey results show that Research Managers in Europe are a diverse group of professionals who share several characteristics. Most (over 70%) of Research Managers are female which is an interesting consideration given the need for more equality, diversity and inclusion provisions (EDI).

The results of the CARDEA Survey suggest that with an average age of 43 years, Research Managers speak two languages and mainly live and work in the country they were born in, offering further insights into Research Manager mobility (or lack thereof). Research Managers are a very experienced cohort of professionals, with half of the sample having at least six to ten years of work experience. An increasing number of Research Managers can be found beyond academia (i.e. at research funding organisations, private companies, and at NGOs).

Significantly, the CARDEA survey reveals that Research Managers are highly educated, with over 90% obtaining postgraduate qualifications. These findings highlight several disparities; at present, there is currently no EU level requirement for such a high educational attainment in research management roles. The fact that 73% of research managers in the sample do not possess certification related to research management indicates a significant gap in dedicated training opportunities and certification pathways. Addressing this gap through targeted policy measures is a step towards enhancing the professionalisation and effectiveness of Research Managers across the ERA.

These results can be further contextualised amidst the increasingly shrinking employment options for Researchers in the academic job market.¹ Permanent jobs in academia have become the exception rather than the norm and are increasingly less secure, compelling PhDs and post-doctoral researchers to seek alternative career paths. The survey results are an indication that many of them have opted for research management roles.

On the positive front, trends indicate that a growing percentage of Research Managers now have permanent contracts (75%), compared to previous years. This suggests a shift from project-based employment to more stable, institutional positions. However, although most Research Managers are employed full-time, half of whom are required to complete involuntary overtime hours with no extra compensation.

The average salary for Research Managers is lower than the average salary in many EU Member States.² Moreover, comparisons with researcher salary scales reveal that Research Managers do not earn what they should according to their educational level and work experience. The lack of bespoke salary scales for many Research Managers presents a further issue. The existing scales are mostly linked to administrative scales yet fail to reflect the highly skilled profiles of Research Managers within the ERA, further emphasising the incongruence.

In the CARDEA Survey Research Managers asked for:

1. **Career Visibility**
 2. **A Career Framework**
 3. **Promotional Framework**
 4. **Definition of the Role**
3. Which particular success stories (related to ERA Action 17) did you encounter during your work, and would you consider wider sharing with the RM community or policy makers?

The CARDEA Survey, RM Comp, RM 1 to RM 4 and related micro credential accredited training are the most significant achievements of the project to date. We have also (with RM Roadmap) developed a definition of the role. RM Comp inclusive of the definition of Research Manager has been shared widely with the Research Manager community and EC policy makers. It is currently with the European Commission with the hope of publication on their website in the near future. The training modules related to RM Comp plus the RM Toolkit will be available on the CARDEA Academy website starting November 2024.

¹ [Knowledge ecosystems in the new ERA - Publications Office of the EU \(europa.eu\)](https://publications.ec.europa.eu/knowledge/ecosystems-in-the-new-era)

² [Cardea Report Summary FINAL Discl.pdf \(ucc.ie\)](#)

POLICY IMPLICATIONS AND RECOMMENDATIONS (MAX 1½ PAGE)

4. In bullet points, state the policy implications of your findings in relation with the results and, where appropriate, offer recommendations. In particular, which concrete policy and / or programmes support measures for the RM community at European level would you consider a priority on the short, medium and long term?

Recommendations:

- (i) Publish finalised RM Comp on European Commission Websites (**Short-term**)
- (ii) Publish European Charter for Research Managers (**Medium-term**)
- (iii) Acknowledge RM 1 to RM 4 by including in all EC call documentation relating to grant applications (**Medium-term**), E.G., mention of RM in the application forms, which currently reference PIs (Principal Investigators) and researchers but not research managers.
- (iv) Quantify and measure the added value of Research Managers through creating and capturing the added value of Research Managers, using evidence-based awareness campaigns, qualitative and quantitative data, and collection of success stories that highlight the tangible benefits of the role (**Medium-term**)
- (v) Establish **free** accredited micro-credential training programs tailored for Research Managers who require flexible, high-quality development opportunities that fit their time constraints and often advanced educational backgrounds. (**Long-term**)
- (vi) Under the ERA Talent Platform, create a separate online area for Research Managers (like the Research Career Observatory). This could be called “**Research Manager Connect**” and would host RM Comp, Training programmes, Accreditation information and other career-enhancing materials, creating a single streamlined online space for Europe’s Research Managers. (**Long-term**)
- (vii) Extend HR Excellence in Research to include Research Managers. (**Long-term**)
- (viii) As there is a dearth of mobility opportunities for Research Managers, provide funded and or non-funded opportunities for Research Manager Mobility (e.g., lateral career mobility and geographic mobility in the ERA) to encourage upskilling, collaboration and career development. (**Long-term**)
- (ix) Action existing provisions for Equality, Diversity, and Inclusion for the role of Research Manager. (**Long-term**)

Priority Links to Action 17 to the following existent policy:

- New Charter for Researchers/Researcher Comp
- HR Excellence in Research
- Fifth Freedom
- European Skills Agenda
- ESCO/Cedefop
- EURAXESS - ERA Talent platform
- Europass and EURES
- The Observatory on Research Careers

PROJECT IDENTITY

PROJECT NAME	Career Acknowledgement for Research (Managers) Delivering for the European Area (CARDEA)
COORDINATOR	Mary Kate O'Regan Human Resources, First Floor Food Science Building University College Cork College Road Cork City IRELAND Marykate.oregan@ucc.ie
CONSORTIUM	List all participating entities (institutions). Order the institutions alphabetically, on the first line, followed by the academic unit on the next line. Below that, place the city and the country. ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS Greece HRS4R AGÈNCIA DE GESTIÓ D'AJUTS UNIVERSITARIS I DE RECERCA Spain HRS4R SVEUCILISTE JURJA DOBRILE U PULI Croatia HRS4R THE HENRYK NIEWODNICZANSKI INSTITUTE OF NUCLEAR PHYSICS, POLISH ACADEMY OF SCIENCES Poland HRS4R UNIVERSITY COLLEGE CORK - NATIONAL UNIVERSITY OF IRELAND, CORK Ireland HRS4R UNIVERSITA DEGLI STUDI DI MACERATA Italy HRS4R UNIVERSITE DE LIEGE Belgium HRS4R UNIVERSITATEA POLITEHNICA DIN BUCURESTI Romania HRS4R
FUNDING SCHEME	HORIZON-WIDERA-2021-ERA-01-20 HORIZON-CSA
DURATION	June 2022 – May 2026 (48 months)
BUDGET	EU budget contribution : 1,498,312.50
WEBSITE	Give the URL of the project website. https://www.ucc.ie/en/cardea/ CARDEA SURVEY https://zenodo.org/records/7882908 CARDEA SURVEY UNIMC https://zenodo.org/communities/cardea/records?q=&l=list&p=1&s=10&sort=newest
FOR MORE INFORMATION	Provide the names and e-mail addresses of one or two project participants who have agreed to serve as general contact persons. Place the word "Contact" in front of the first full name. Contact: Mary Kate O'Regan marykate.oregan@ucc.ie Contact: Olivia O'Leary oliviaoleary@ucc.ie

FURTHER READING

List up to five current or forthcoming publications the project has produced that might be of interest to policymakers.

See [Competence Framework | University College Cork \(ucc.ie\)](#)

See [Dashboard | University College Cork \(ucc.ie\)](#)

See [CARDEA](#) Survey Report



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101058572

This policy brief reflects only the author's view and the European Commission/REA is not responsible for any use that may be made of the information it contains.