

# CARDEA Career & Competence Framework for Research Managers

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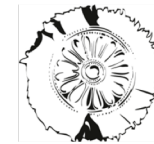
## CARDEA

Career Acknowledgement for Research (Managers) Delivering for the European Area

*Research managers open research doors.*

**Main objective :** Professionalization of research management as a valued career choice, with identified competencies, progression pathways, standards for benchmarked and indexed salaries and access to appropriate skills development through a translational research management hub

> European Career and Competence Framework for Research Management





HR EXCELLENCE IN RESEARCH

**697 AWARDED  
ORGANISATIONS  
8/8 CARDEA**



**2.124 R&I PROJECTS  
31 % COORDINATED  
8/8 CARDEA**



**600 CENTRES IN  
42 COUNTRIES  
8/8 CARDEA**



## Université de Liège

- Comprehensive public university in Francophone Belgium
- Higher education and research-intensive organization

## ULIEGE - Research, Innovation, Support & Enterprise (RISE)

- Centralized support unit for research and innovation
- Competency areas

Cognitive abilities  
Technical proficiency  
Specialised knowledge  
Research project oversight

Community engagement  
Line mgt & Talent development  
Communication  
Relationship management

## Applications

*Across diverse employment sectors, including academia & industry*

## Research Managers

- Provide a common language to describe roles, skills and contribution
- Establish an understanding of the expectations of the RM position
- Provide direction for career progression & self-development

## Applications

*Across diverse employment sectors, including academia & industry*

## Employers

- Define RM job profiles to ensure best candidate - position match
- Facilitate identification of candidates from different sectors
- Set priorities and organization of activities for career guidance and training
- Inform overall institutional human resources strategies

## Applications

### Public authorities

- Inform strategies for attractive employment conditions & training activities to meet regional and national R&I targets
- Make international comparisons & benchmarks for RM population

### European Research Area

- Promote mobility across borders and employment sectors
- Attract highly skilled talent from third countries

### Society

- Raise awareness and appreciation of RM value



## Characteristics

- Inclusive, *applicable for all RMs*
- Accessible, *in simple, understandable language*
- Interoperable across sectors

**Research Managers (RM)** enable the performance (and advancement) of research (and innovation) in all its applications, via generalist and/or specialist roles within the research (and innovation) ecosystem.

CARDEA

## RM 1 to RM 4 Career levels



	<b>RM 1</b>	<b>RM 2</b>	<b>RM 3</b>	<b>RM 4</b>
	<b>First stage RM</b>	<b>Recognised RM</b>	<b>Established RM</b>	<b>Senior RM</b>
<b>Level of experience</b>	Within first two years of FTE	Intermediate	Advanced	Expert
<b>Knowledge of working environment</b>	Basic	Moderate	Strong	Expert
	<i>Structures &amp; operations</i>	<i>Structures &amp; operations</i>	<i>Structures &amp; operations</i>	<i>Structures &amp; operations</i>
			<i>Operational plans</i>	<i>Operational plans</i>
			<i>Current strategic position &amp; direction</i>	<i>Perspective strategic vision</i>
			<i>Direction &amp; success of organization</i>	

	<b>RM 1</b>	<b>RM 2</b>	<b>RM 3</b>	<b>RM 4</b>
	<b>First stage RM</b>	<b>Recognised RM</b>	<b>Established RM</b>	<b>Senior RM</b>
<b>Work responsibility &amp; influence</b>	Implementation of activities	Implementation of activities	...	...
	Achievement of results	Achievement of results	Advising on strategic options	Development of strategic vision
		Monitoring the implementation of R&I strategy		Input on direction & success of organization
<b>Responsibility for colleagues</b>	Responsibility for own actions	Limited or informal responsibility for colleagues	Formal responsibility for colleagues	Formal responsibility for units or areas
<b>Impact of actions &amp; decisions</b>	Limited to own activities	Primarily to own activities, limited to others	Wider impact	High-level strategic impact

## Components

- 8 Competency areas
- 42 Examples of competences
- 672 Learning outcomes classified according to 4 proficiency levels

## 8 Competency areas

Cognitive abilities

Community engagement

Technical proficiency

Line management/Talent devt

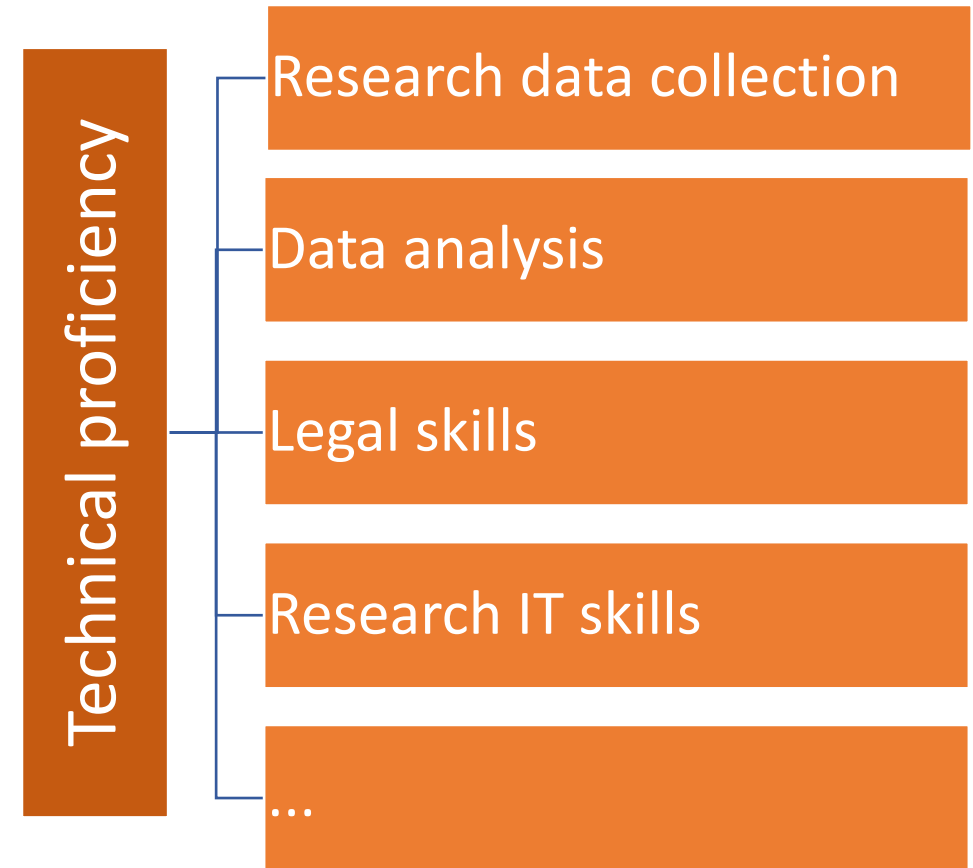
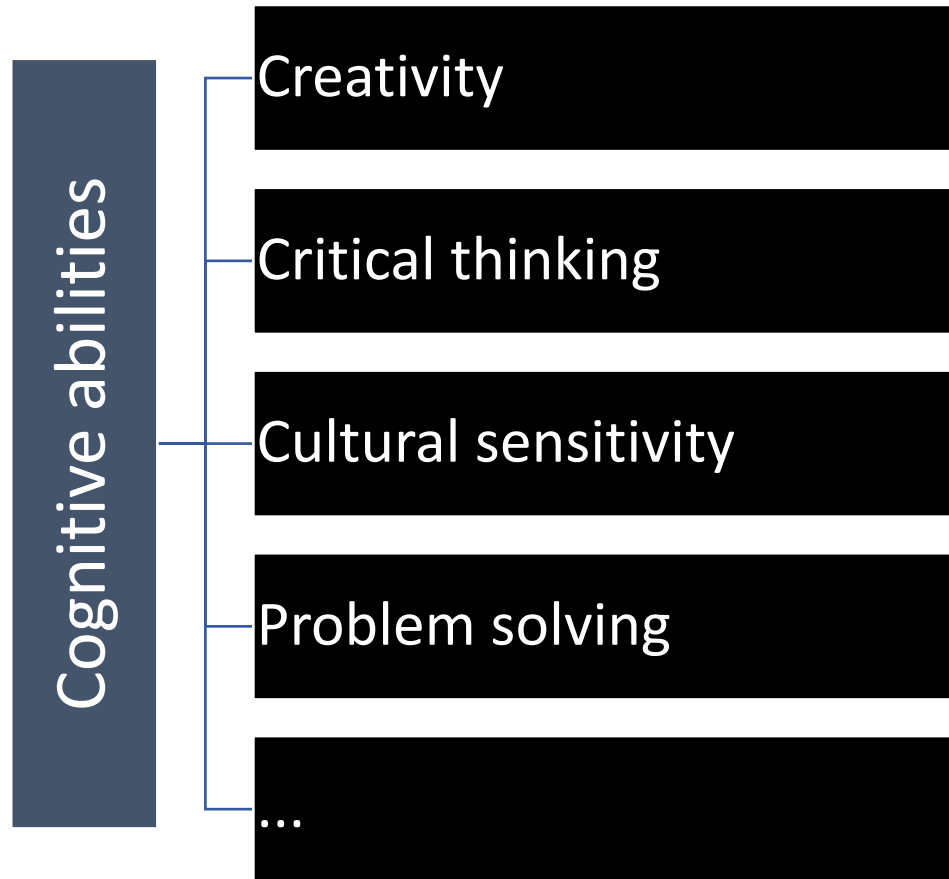
Specialised knowledge

Communication

Research project oversight

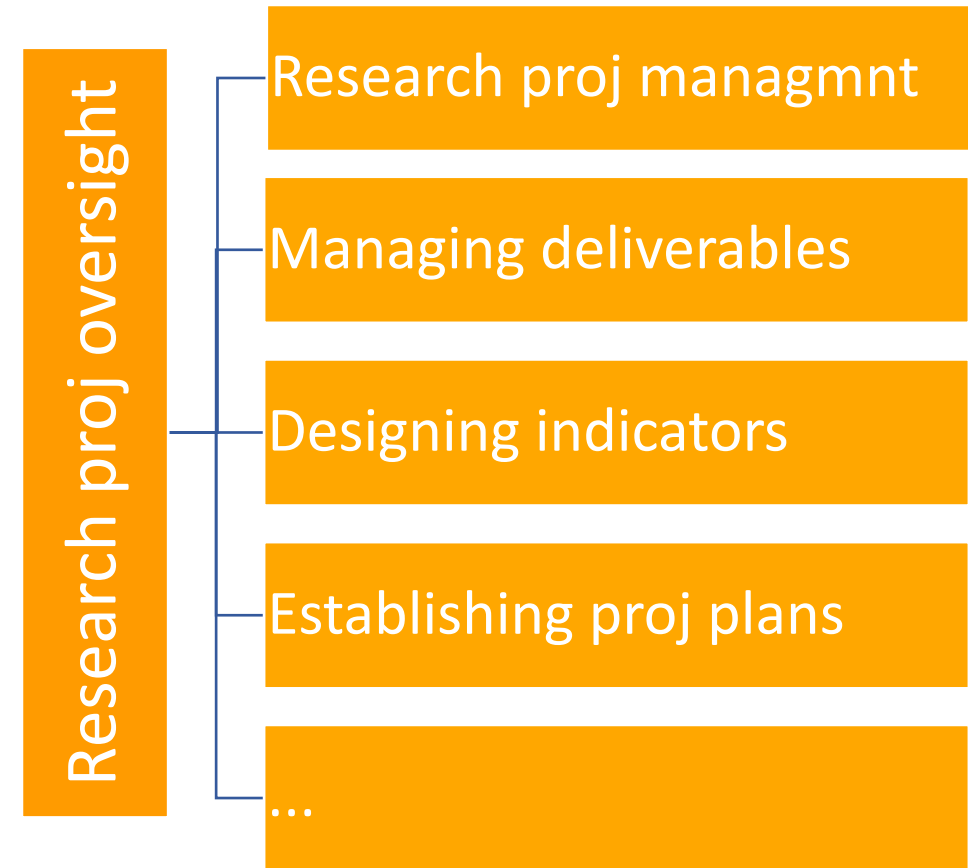
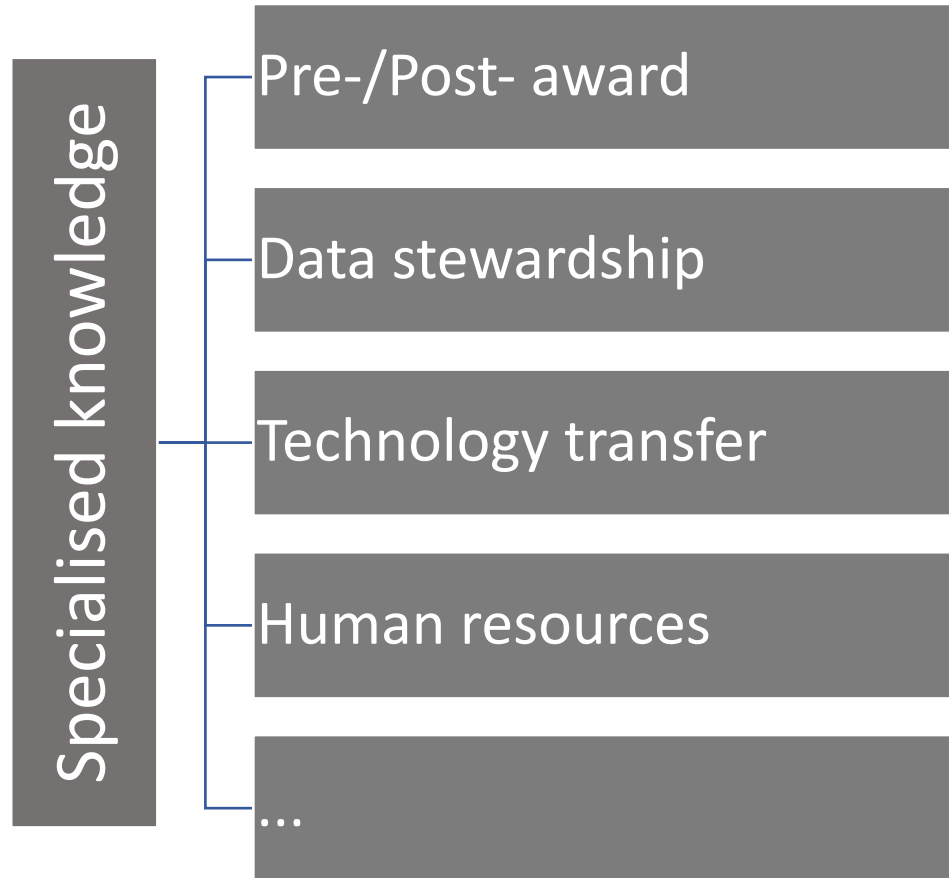
Relationship mgt

## Examples of competences





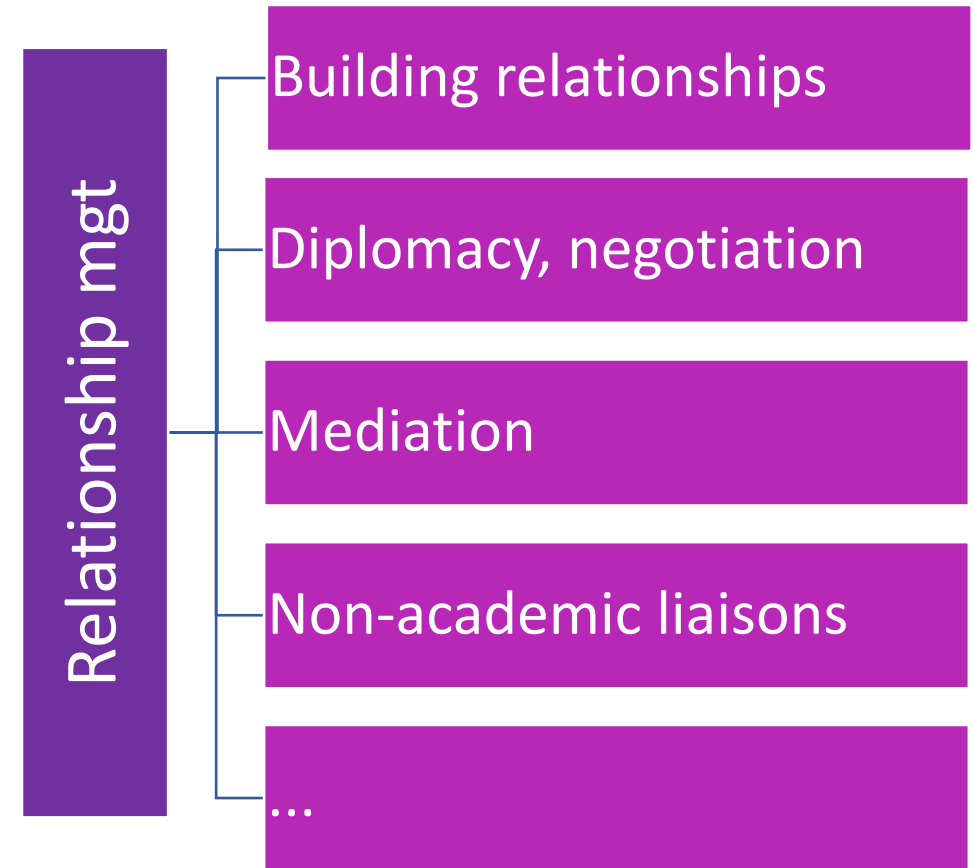
## Examples of competences



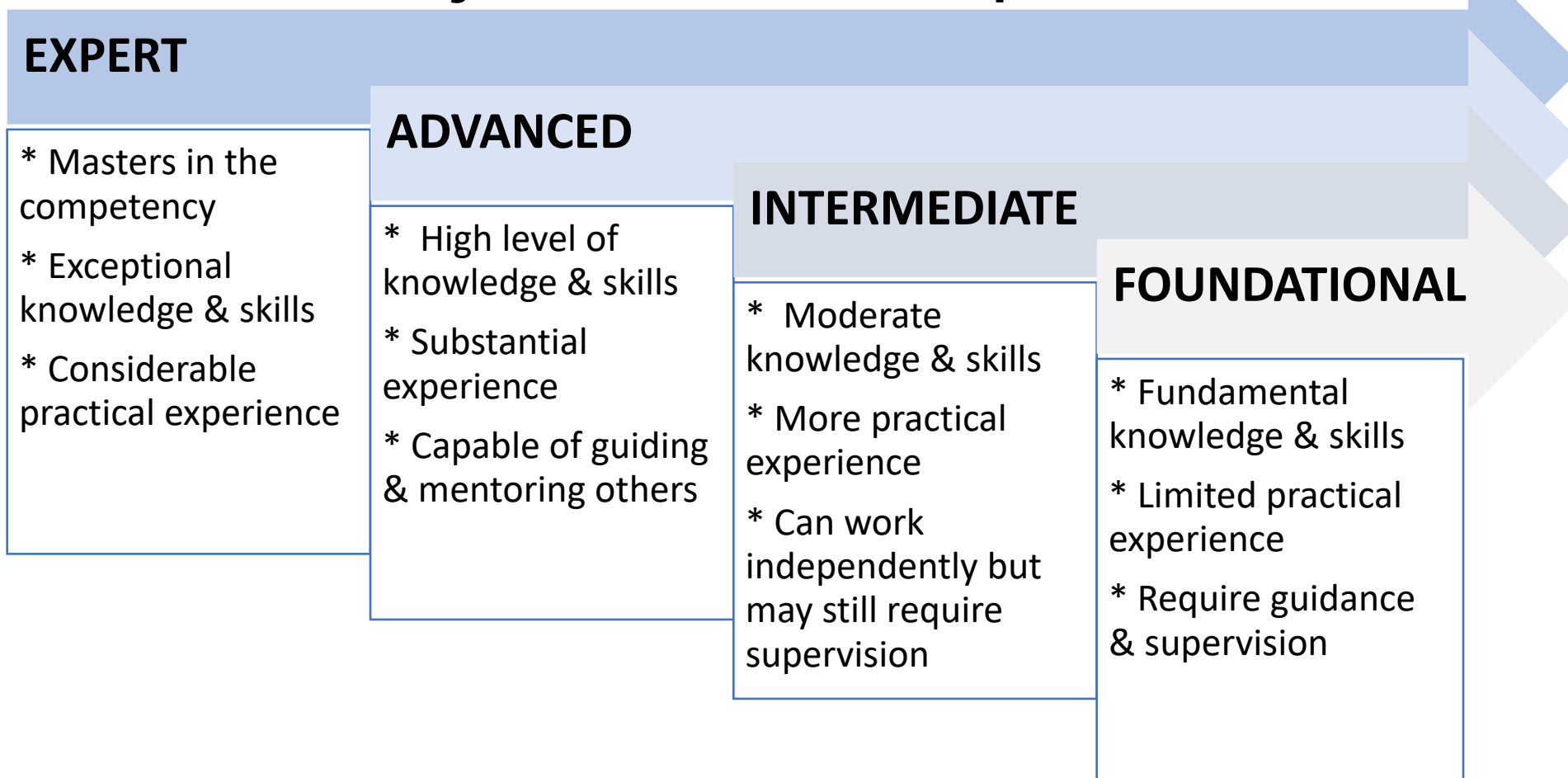
## Examples of competences



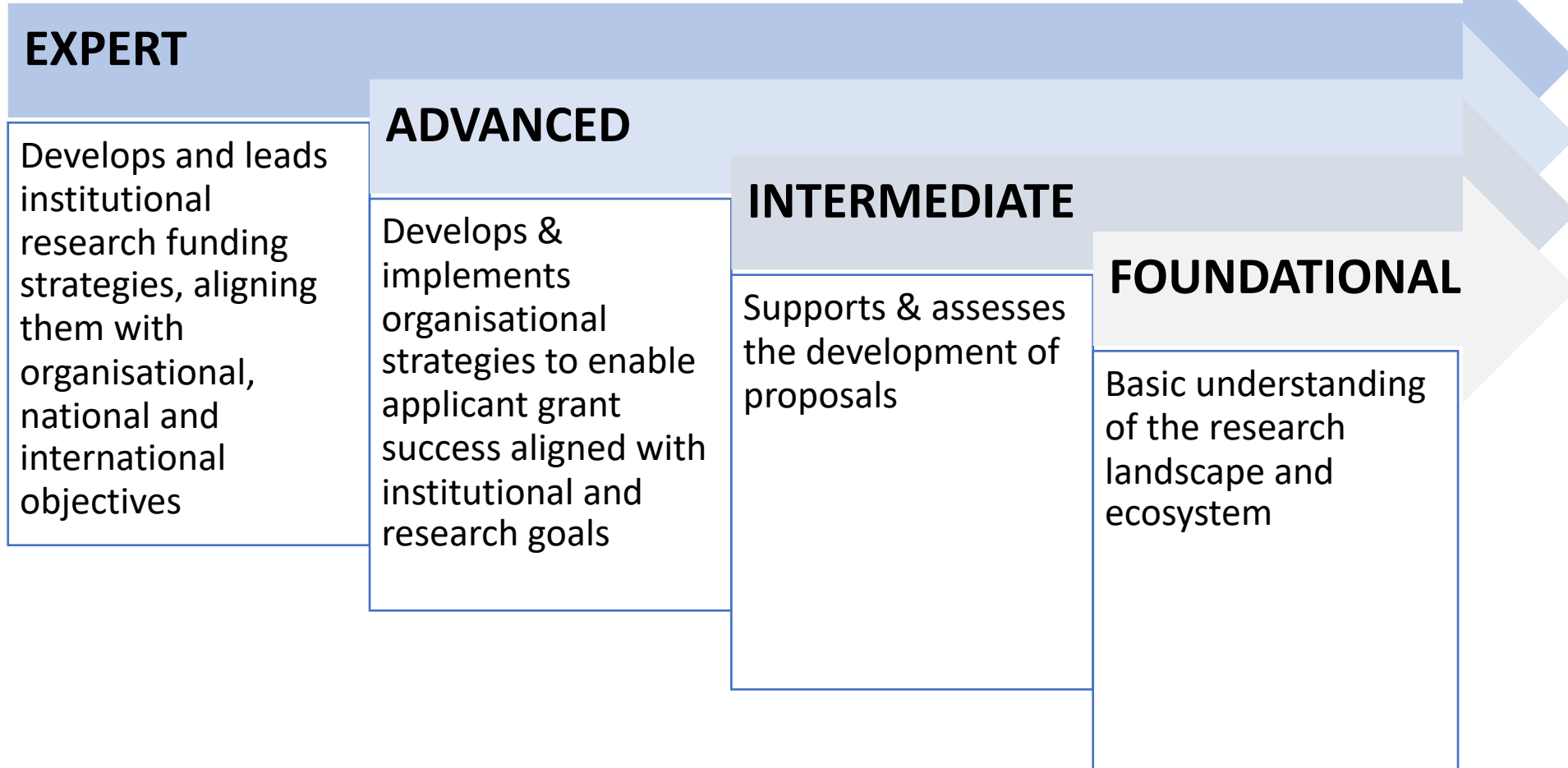
## Examples of competences



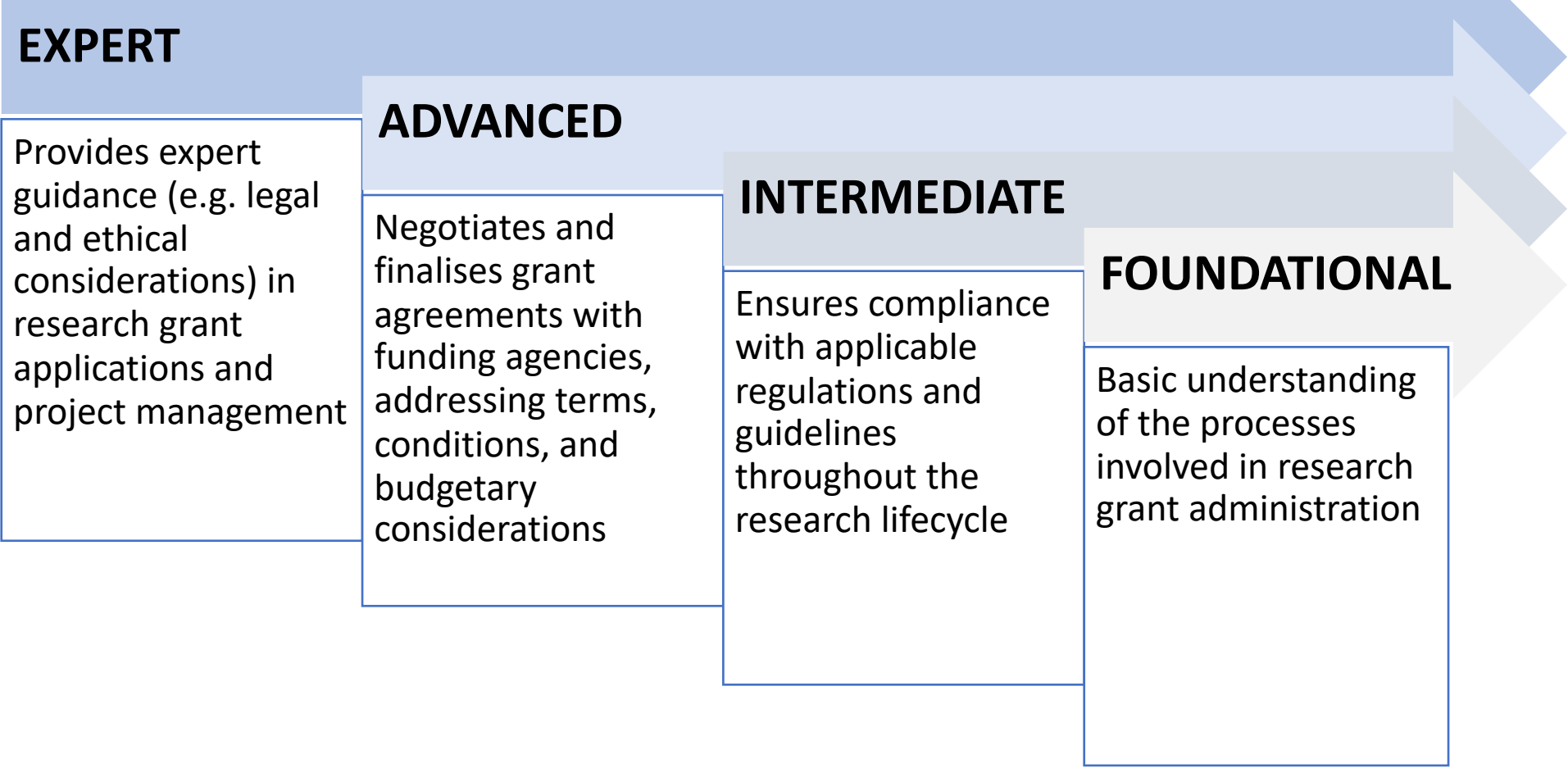
## Proficiency levels of the competences



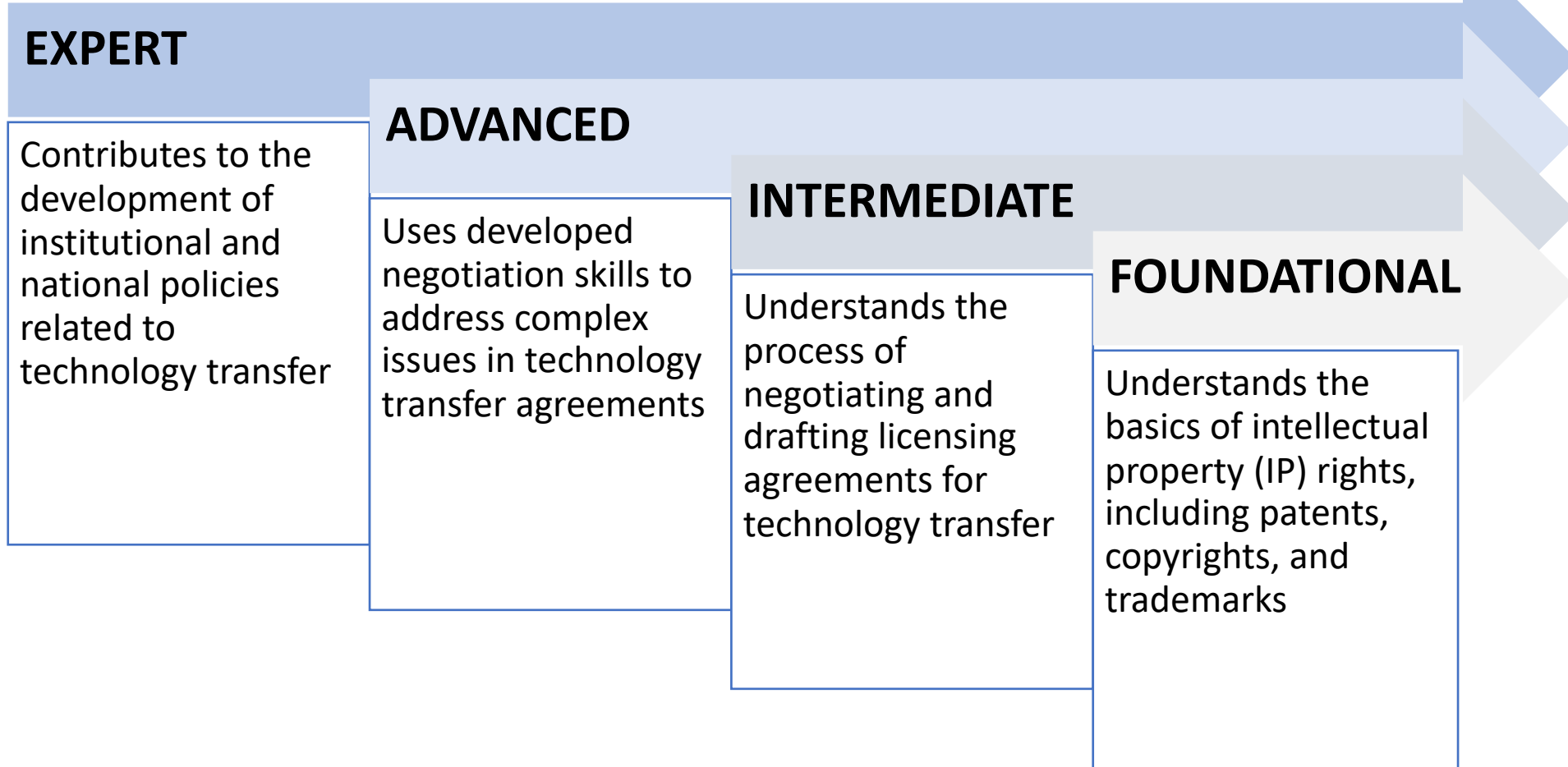
## Specialised knowledge :: Pre-award



## Specialised knowledge :: Post Award



## Specialised knowledge :: Technology transfer



The CARDEA Career & Competence Framework for Research Managers is a **living document**.

- Updated versions are uploaded on the CARDEA website
- Your feedback is strongly encouraged.