

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



CARDEA Research Managers open Research Doors







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







CERTH

CENTRE FOR













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

<u>Research Managers</u>

- 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

<u>Society</u>

- 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







Recognised RM Intermediate	Established RM Advanced	Senior RM Expert
Intermediate	Advanced	Expert
Intermediate	Advanced	Expert
Moderate	Strong	Expert
Structures & operations	Structures & operations	Structures & operations
	Operational plans	Operational plans
	Current strategic position & direction	Perspective strategic vision
		Direction & success of oganization
·		Structures & operationsStructures & operationsOperational plansCurrent strategic position & direction





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





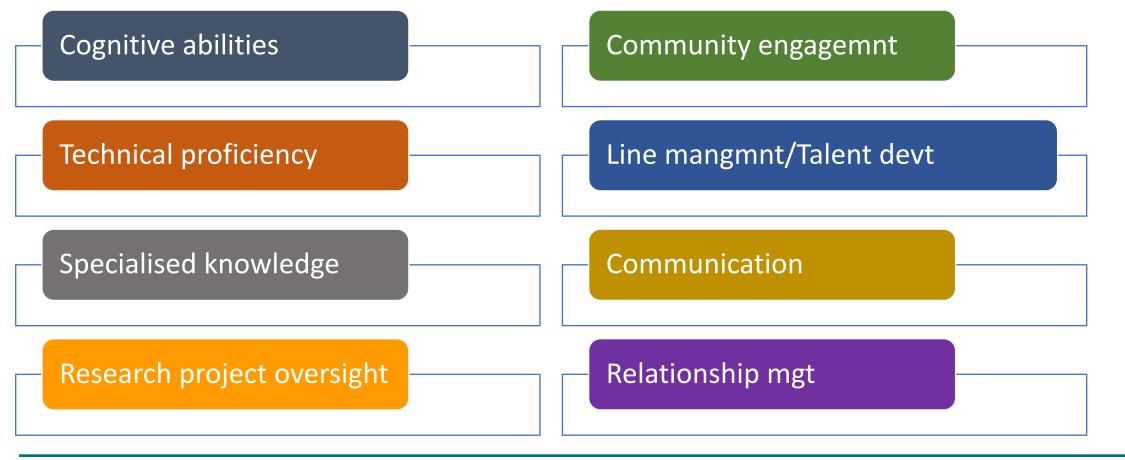
Components

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





8 Competency areas









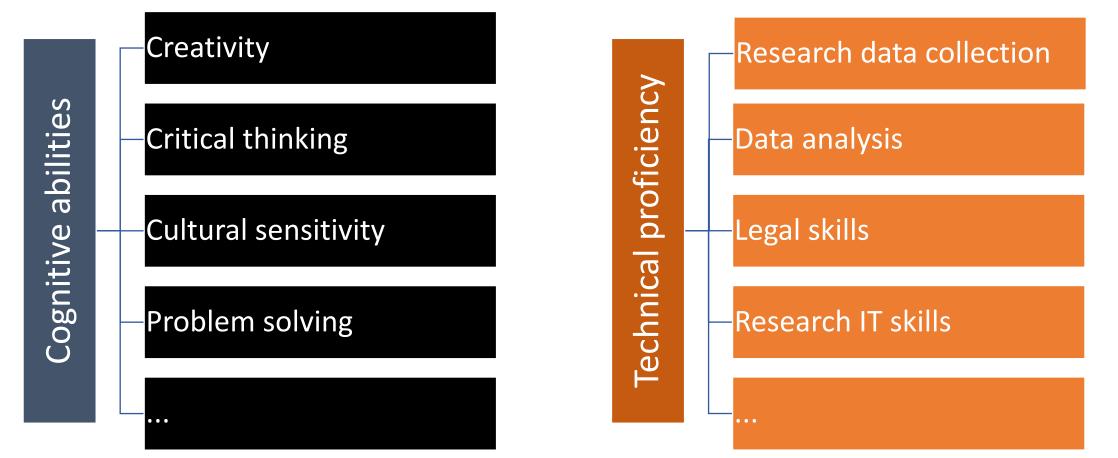








Examples of competences





Research Managers open Research Doc





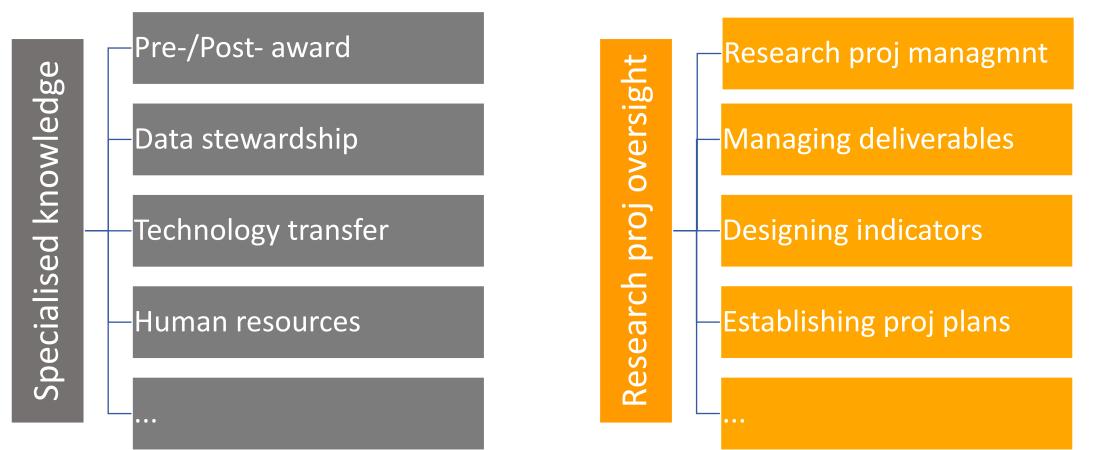








Examples of competences





Managers open Research Doo





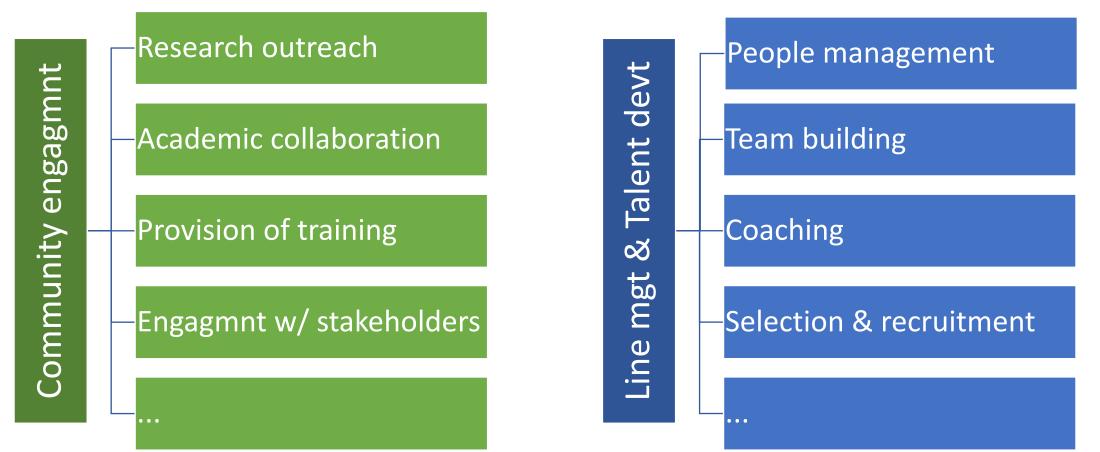








Examples of competences





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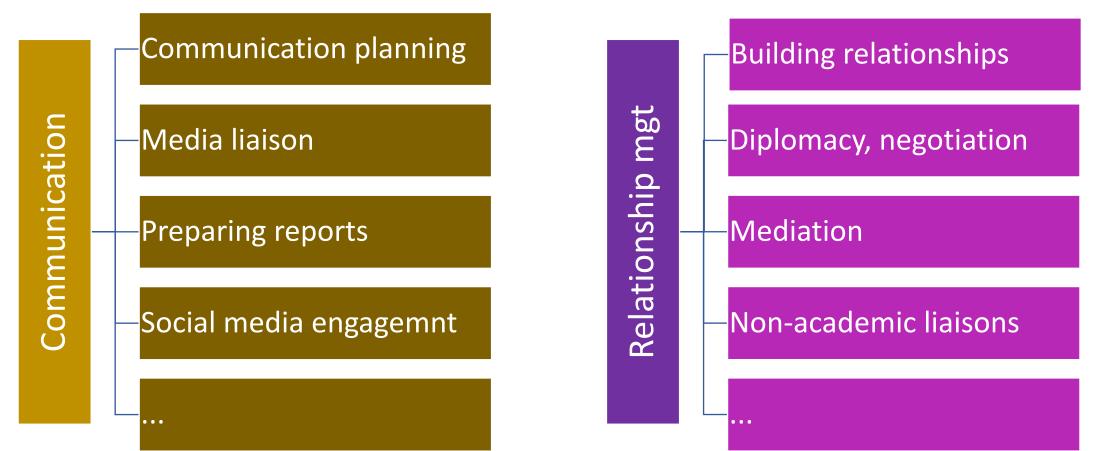








Examples of competences





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Proficiency levels of the competences

EXPERT

* Masters in the	ADVANCED		
 Masters in the competency * Exceptional knowledge & skills * Considerable practical experience 	 * High level of knowledge & skills * Substantial experience * Capable of guiding & mentoring others 	INTERMEDIATE * Moderate knowledge & skills * More practical experience * Can work independently but may still require supervision	FOUNDATIONAL * Fundamental knowledge & skills * Limited practical experience * Require guidance & supervision

















Specialised knowledge :: Pre-award

EXPERT

	ADVANCED			
Develops and leads institutional		INTERMEDIATE		
research funding	Develops & implements			
strategies, aligning them with	organisational	Supports & assesses the development of	FOUNDATIONAL	
organisational, national and international objectives	strategies to enable applicant grant success aligned with institutional and research goals	proposals	Basic understanding of the research landscape and ecosystem	

















Specialised knowledge :: Post Award

EXPERT

Provides expert	ADVANCED			
guidance (e.g. legal		INTERMEDIATE		
and ethical considerations) in	Negotiates and finalises grant		FOUNDATIONAL	
research grant	agreements with funding agencies,	Ensures compliance with applicable		
applications and project management	addressing terms, conditions, and budgetary considerations	regulations and guidelines throughout the research lifecycle	Basic understanding of the processes involved in research grant administration	



















Specialised knowledge :: Technology transfer

EXPERT

	ADVANCED			
Contributes to the development of institutional and national policies related to Uses developed negotiation skills to address complex	ADVANCED			
	•	INTERMEDIATE	FOUNDATIONAL	
	address complex	Understands the process of	FUUNDATIONAL	
technology transfer		negotiating and drafting licensing agreements for technology transfer	Understands the basics of intellectual property (IP) rights, including patents, copyrights, and trademarks	















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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.

