

## RM Comp: The European Competence Framework for Research Managers

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# CARDEA

- Ancient Roman Goddess of the Hinge
- ***Research Managers open Research Doors***



# What it stands for

Career **Acknowledgement** for Research Managers  
**Delivering** for the European Area



**CERTH**  
CENTRE FOR  
RESEARCH & TECHNOLOGY  
HELLAS

GREECE



**LIÈGE**  
université

BELGIUM



CROATIA



ITALY



POLAND



ROMANIA



Agència  
de Gestió  
d'Ajuts  
Universitaris  
i de Recerca

SPAIN



**UCC**

University College Cork, Ireland  
Coláiste na hOllscoile Corcaigh

IRELAND







# CARDEA OVERALL 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  
transnational Research  
Management Hub***

**Thanks to Action 17**



# RM Comp

## 7 Main Competence Areas

European Research  
Manager Competency  
Framework



**What is  
included in  
RM Comp?**

7 Main Competence  
Areas

50 Competencies

800 Learning Outcomes



# 800

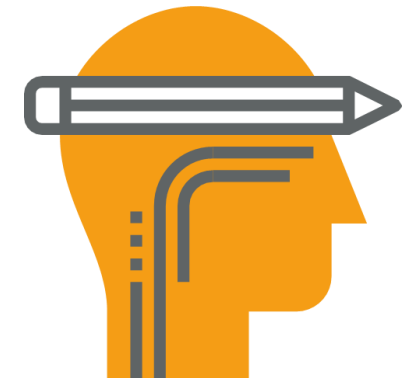
learning outcomes along  
**4** proficiency levels

*(foundational, intermediate,  
advanced, expert)*



# Learning Outcomes

COGNITIVE ABILITIES Learning Outcomes			
1. Creativity			
Foster innovative approaches and solutions to aid problem-solving, designing methodologies and/or procedures which encourage a dynamic research environment.			
FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
Basic understanding of the importance of creativity in research and its critical role in problem solving	Ability to problem solve using methodologies and or procedures to enhance and nuance the solution	Cultivates a culture of solution-oriented thinking by fostering creativity within research teams and/or the organisation	Provides leadership and facilitates creative problem solving at team, organisational and national/international level
Shows promise in ability to generate and express new ideas coherently	Experiments with ideas and collaborates to provide solutions and ascertain risk	Introduces new or improved methodology, policy, or practice to enhance research progress and problem solve	Designs and executes comprehensive processes and strategies in various domains addressing challenging and complex issues creatively
Acknowledges the relationship between creativity and risk	Explores ideas from different discipline and domain perspectives demonstrating genuine curiosity	Uses cross-disciplinary collaborations and combined competence to address and solve organisational or systemic issues	Creates a long-lasting positive footprint in the organisation through the introduction of various policies and practice which create novel and long reaching positive impact
Can analyse information and identify key components to aid creativity	Challenges own personal and cognitive biases that would deter creativity	Considers ethical issues in creative solution decision-making	Consistently demonstrates creativity in evaluating complex problems and generating innovative solutions



# RM Comp Objectives



1. Goal - Simple
2. Goal - Interoperable
3. Goal - Consistent
4. Goal - Transparent
5. Goal - For *all* Research Managers



# Research Managers



*Research Manager 1:*  
First Stage  
Research  
Manager



*Research Manager 2:*  
Recognised  
Research  
Manager



*Research Manager 3:*  
Established  
Research  
Manager



*Research Manager 4:*  
Senior Stage  
Research  
Manager



**Important  
to note!!!!**

The European Career Framework for Research Managers (RM 1 to RM 4) is a progression model framework and operates independently of the European Competency Framework RM Comp.



# The European Competence Framework for Research Managers

*It's for:*

**Research Managers (Individuals):** Whether early-career or advanced, RM Comp helps identify career paths, skill gaps and training needs.

**Institutions:** Public and private research-performing organisations employing research managers, aiming to standardise practices and enable staff development.

**Research Funding Bodies and Policy advisors:** Ensures consistency of funding policies, promotes capacity building and facilitates collaboration across sectors.



# How to Use RM Comp?



## *Individual Research Managers:*

**Self-Assessment:** Identify your current skills and areas for improvement using the RM Comp framework.

**Professional Development:** Use the outlined competencies to plan training or mentorship opportunities.

**Daily Application:** Align your work practices with RM Comp standards to improve efficiency and collaboration.

## *Research Performing Organisations and Industry:*

**Integrate RM Comp into Policies:** Embed it in hiring processes (e.g., job specifications), training programs, and performance reviews.

**Enable Staff Development:** Provide RM Comp-aligned resources, platforms, and budgets (where possible) for professional growth.

**Monitor Impact:** Use RM Comp to track the effectiveness of research management practices and identify gaps.

## *Funding Agencies and Policy Advisors:*

**Set Standards:** Use RM Comp competencies as criteria for funding applications and evaluations.

**Promote Capacity Building:** Fund training programs and conferences focused on RM Comp skills.

**Facilitate Collaboration:** Work with institutions to develop RM Comp-aligned policies and share best practices.

# The CARDEA Hub: Home of the CARDEA ACADEMY



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PROFESSIONAL DEVELOPMENT/CAREER  
PROGRESS

PROJECT  
MANAGEMENT

LEADERSHIP AND TEAM  
MANAGEMENT

COMMUNICAT  
ION

## CARDEA Hub

Open access to online training resources for research managers and everyone with an interest in careers of research management in Europe

SEE WEBINARS



# Professional Development and Training Opportunities

*Designed by Research  
Managers for Research  
Managers*

The Cardea European Research Manager's Hub (CERMH) as a transnational platform for **collaboration, networking, training, knowledge sharing, policy development, and continuous improvement.**

The Hub will serve the multiple needs of the multiple stakeholders in this multi-disciplinary profession. The purpose of the Hub is to provide a virtual space for stakeholders to come together in the spirit of collaboration, co-creation, and knowledge sharing.

It will embrace:

- Networking and mobility activities
- Training and development opportunities and
- Policy development, best practice guidelines and policy dissemination.
- **Free Micro-credential Training** in the CARDEA Academy





# Main Features: 1. Training

## CARDEA TRAINING MODULES are aligned to CARDEA RM FRAMEWORKS

### LEARNING OBJECTIVE:

provide training for RMs **covering all competence areas** of the profession

### CONTENT:

CARDEA training modules will be a **core learning common to all categories of RMs** (i.e. Data Manager, Research Project Manager, Research Integrity Manager and Outreach Manager), a comprehensive training covering the main aspects of research management profession

- ❖ **COVER ALL 8 COMPETENCES AREAS of RM COMP with a FOCUS ON SUBJECT MATTER EXPERTISE** (Specialised knowledge for research performing organisational contexts)

### TARGET:

mainly people new in the profession (RM1 newcomers), but training will be also **useful to more expert staff (RM2, RM3 and RM4)** that could choose some topics according to their own needs

- ❖ **FOCUS ON FOUNDATIONAL LEVEL COMPETENCES OF RM COMP**



RM COMP has **672 learning outcomes** along **4 proficiency levels**:

- **Foundational**
- **Intermediate**
- **Advanced**
- **Expert**

Research Managers



CARDEA RM 1 to RM 4

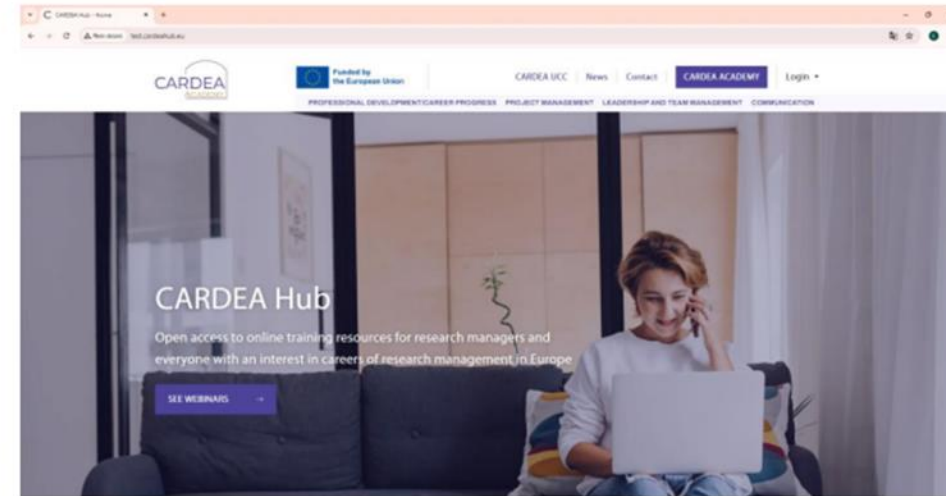


# Main Features: 1. Training

## CARDEA TRAINING MODULES

### MAIN FEATURES OF CARDEA TRAINING MODULE:

- **Recorded lessons format** (without live audience) created specifically for the CARDEA training purpose. They will be **labelled as a “CARDEA Academy” initiative**
- In **English** language
- Free
- 17 modules: **2 hours** per each module: a module is divided in **several sub-videos lasting 20/30 minutes each** for one "2h course".
- **Trainers:** CARDEA partners + external expert
- CARDEA will release a **micro-credential for free** to who will attend entirely the CARDEA training modules



# Main Feature 2: CARDEA Tool-kit

## Free Downloadable Tool-kit on CARDEA Hub

1. Knowledge, Skills, Abilities (KSA) – Self-Assessment Tool:
2. Training Needs Analysis—Guided Assessment Tool
3. Professional Development Plan for RMs – Template
4. Mentoring workbook
5. Reflective Toolkit



# Main Feature 2: CARDEA Tool-kit

- 1. Knowledge Skills Abilities (KSA) Self-Assessment Tool:**  
This tool empowers RMs to conduct a self-assessment of their knowledge, skills, and abilities. By identifying areas for improvement, RMs can tailor their professional development efforts.
- 2. Training Needs Analysis Guided Assessment Tool:**  
Designed for both individual RMs and organisations, these tool guide users through a structured assessment of training needs. These tools help individuals and organisations to identify specific areas where training is required to support the development of customised training to address these needs.



3. [Professional Development Plan Workbook](#): This provides a structured format for RMs to plan their professional development. It includes sections for setting career goals, identifying required skills and training, and tracking progress. The templates support systematic career development, helping RMs achieve their professional objectives.
4. [Mentoring workbook](#): is a structured guide designed to facilitate effective mentoring relationships within the research management community. This workbook provides mentors and mentees with a comprehensive workbook to navigate the mentoring process, from setting initial goals to tracking progress and outcomes.



# Main Feature 2: CARDEA Tool-kit

....It includes practical tools such as worksheets for goal setting, reflective exercises, and templates for regular feedback sessions. By offering a clear roadmap, the Mentoring Workbook helps ensure that both mentors and mentees gain the maximum benefit from their partnership.

5. **Reflective Toolkit**: is a resource aimed at encouraging RMs (RMs) to engage in continuous self-reflection as part of their professional development. This toolkit offers a series of prompts, and templates designed to help RMs critically evaluate their experiences, decisions, and practices. By integrating regular reflection into their routine, RMs can gain deeper insights into their strengths, areas for improvement, and overall professional journey.







Catalysation of institutional transformations  
of Higher Education Institutions through  
the adoption of acceleration services

# CATALISI

## Thank You



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