



RM-ROADMAP 2nd co-creation session – 14-28 March 2024¹

Who are Research Managers/Skills and Competences

Co-Creation Questions for National RM communities

Background

RM ROADMAP aims to create a consensus on the understanding of the Research Management (RM) profession and propose a working definition and terminology for the profession, both at large and for specific categories.

The RM Roadmap survey, which collected inputs between 2 November 2023 and 28 January 2024, included specific questions designed to provide evidence from the RM community in all countries of the European Research Area on the current status, position and needs of research managers.

By relying on the outcome of the survey, the upcoming co-creation sessions aims to validate and expand the survey results with the national and thematic RM communities, and to shape these results with specificities reflecting the various national contexts.

The following areas are concerned in the second co-creation session:

- Who are research managers?
- What are their key skills & competences?

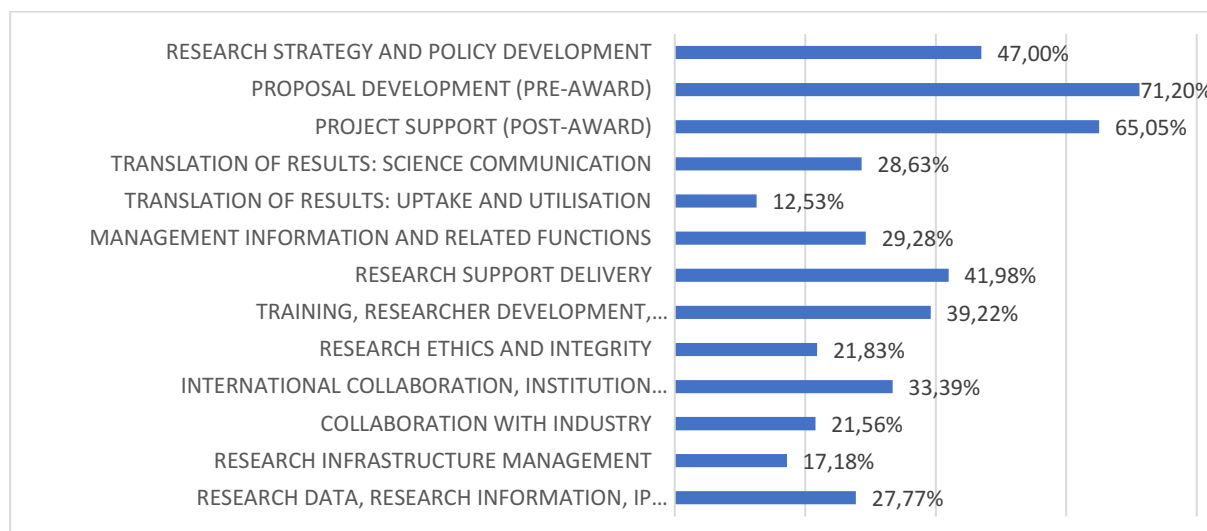
The focus of the second co-creation session is two-fold: first, the *terminology and definition* of professionals working in research management will be discussed. Second, the *skills and competences* relevant for the different job categories/RM fields will be addressed.

Data included in the questions for the co-creation session are retrieved from the RM ROADMAP survey (and for the terminology and professional categories from ERA Action 17). The session aims to gather feedback and validation from the national and thematic communities with two aims: first, to *identify any potential gaps or missing aspects*, second, to *gather evidence about any national circumstances* that may be relevant when applying the results at the national levels.

¹ See full 2nd co-creation session timeline in Annex 1.



Q1: Respondents of the RM ROADMAP survey indicated the following areas in which they work (multiple selection was possible). (data from 28 January 2023, n=1851)



Q1.1: Do you miss any particular and/or emerging areas which should be also included in the definition of research management at the European level? If yes, please share!

Q1.2: Are there any national specificities, e.g. certain areas being underdeveloped / non-existent, that influence the areas covered by research management? If yes, please elaborate on these factors and how they might affect the definition of research management at the national level.

Q2: Respondents of the RM ROADMAP survey were asked to select the 3 most suitable professional titles with which they identify and could be used as umbrella/collective term at European level for RMs. The 5 most popular choices are as follows (data from 28 January 2023, n=1846):

- Research Manager and Administrator: 32.88%
- Research Manager: 31.96%
- Research Management and Support Professional: 28.60%
- Research Support Professional: 22.70%
- Research Advisor: 19.50%

Q2.1: Given the broad range of fields covered by research managers, what would be the most proper umbrella/collective term to be used at European level? Please pick one! The term should be embraced by professionals working in RM and understood by stakeholders of the R&I ecosystem including institution leaders, decision-makers and policymakers.

Q2.2: Please elaborate any specificities that may influence your choice given your national/regional context.



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Q3: The table outlines the most important skills and competences revealed by the RM ROADMAP survey for each of the identified areas of research management. Identification of these skills and competences for the different areas can help employers in recruitment, provide career paths and professional development opportunities for RMs, and articulate better the training needs. Are there additional skills or competences that should be included among the top 5 identified in the RM Roadmap survey for each area? If yes, please share your suggestions!

	Transversal skills relevant for RMs	RM related soft skills	RM related hard skills	Specialisation or role related skills
RESEARCH STRATEGY AND POLICY DEVELOPMENT	<ul style="list-style-type: none"> • Written communication • Oral communication • Problem solving • Self-motivation, proactiveness, initiation • Critical thinking 	<ul style="list-style-type: none"> • Prioritisation • Time management • Efficiency and effectiveness • Reliability, trustfulness • Planning, strategic thinking 	<ul style="list-style-type: none"> • Understand research and the R&I ecosystem • Knowledge of rules and regulations of funders • Understanding institutional governance • Ethics, integrity • Language skills (EN) 	<ul style="list-style-type: none"> • Appreciating values and understanding interests • Understanding politics and policy cycles • Building and maintaining networks • Stakeholder engagement and management • Administrative skills
PROPOSAL DEVELOPMENT (PRE-AWARD)	<ul style="list-style-type: none"> • Written communication • Problem solving • Flexibility • Openness • Oral communication 	<ul style="list-style-type: none"> • Prioritisation • Adaptability • Time management • Reliability • Trustfulness 	<ul style="list-style-type: none"> • Knowledge of rules and regulations of funders • Language skills (EN) • IT skills • Ethics, integrity • Understand research and the R&I ecosystem 	<ul style="list-style-type: none"> • Administrative skills • Appreciating values and understanding interests • Building and maintaining networks • Financial skills • Understanding politics and policy cycles
PROJECT SUPPORT (POST-AWARD)	<ul style="list-style-type: none"> • Written communication • Oral communication • Interpersonal skills • Intrapersonal skills 	<ul style="list-style-type: none"> • Prioritisation • Time management • Information management • Efficiency and effectiveness 	<ul style="list-style-type: none"> • IT skills • Ethics, integrity • Knowledge of rules and regulations of funders 	<ul style="list-style-type: none"> • Administrative skills • Financial skills • Appreciating values and understanding interests

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	Flexibility	Reliability, trustfulness	Understand research and the R&I ecosystem Managing resources	Building and maintaining networks Legal and regulatory skills
TRANSLATION OF RESULTS: SCIENCE COMMUNICATION	<ul style="list-style-type: none"> Flexibility Oral communication Interpersonal skills Self-motivation, proactiveness, initiation Problem solving 	<ul style="list-style-type: none"> Adaptability Prioritisation Time management Reliability, trustfulness Efficiency and effectiveness 	<ul style="list-style-type: none"> Language skills (EN) IT skills Understand research and the R&I ecosystem Knowledge of rules and regulations of funders Ethics, integrity 	<ul style="list-style-type: none"> Building and maintaining networks Appreciating values and understanding interests Understanding politics and policy cycles Stakeholder engagement and management Administrative skills
TRANSLATION OF RESULTS: UPTAKE AND UTILISATION	<ul style="list-style-type: none"> Oral communication Problem solving Interpersonal skills Critical thinking Assertiveness 	<ul style="list-style-type: none"> Prioritisation Planning, strategic thinking Time management Information management Adaptability 	<ul style="list-style-type: none"> Understand research and the R&I ecosystem Knowledge of rules and regulations of funders Language skills (EN) Management skills Understanding institutional governance 	<ul style="list-style-type: none"> Building and maintaining networks Administrative skills Stakeholder engagement and management Financial skills Legal and regulatory skills
MANAGEMENT INFORMATION AND RELATED FUNCTIONS	<ul style="list-style-type: none"> Problem solving Openness Flexibility Cultural and diversity skills Interpersonal skills 	<ul style="list-style-type: none"> Adaptability Stress management Resilience Time management Prioritisation 	<ul style="list-style-type: none"> IT skills Understanding institutional governance Knowledge of rules and regulations of funders Understand research and the R&I ecosystem Ethics and integrity 	<ul style="list-style-type: none"> Administrative skills Appreciating values and understanding interests Financial skills Appreciating values and understanding interests Cross-cutting issues in HEU



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RESEARCH SUPPORT DELIVERY	<ul style="list-style-type: none"> • Assertiveness • Written communication skills • Interpersonal skills • Intrapersonal skills • Oral communication skills 	<ul style="list-style-type: none"> • Time management • Prioritisation • Adaptability • Reliability, trustfulness • Efficiency and effectiveness 	<ul style="list-style-type: none"> • Knowledge of rules and regulations of funders • Language skills (EN) • IT skills • Understanding institutional governance • Managing resources 	<ul style="list-style-type: none"> • Administrative skills • Appreciating values and understanding interests • Financial skills • Understanding politics and policy cycles • Building and maintaining networks
TRAINING, RESEARCHER DEVELOPMENT, POSTGRADUATE RESEARCHERS (PGR)	<ul style="list-style-type: none"> • Assertiveness • Oral communication • Written communication • Openness • Flexibility 	<ul style="list-style-type: none"> • Adaptability • Time management • Reliability, trustfulness • Working in teams • Efficiency and effectiveness 	<ul style="list-style-type: none"> • Language skills (EN) • Knowledge of rules and regulations of funders • Ethics, integrity • Understand research and the R&I ecosystem • IT skills 	<ul style="list-style-type: none"> • Administrative skills • Building and maintaining networks • Appreciating values and understanding interests • Understanding politics and policy cycles • Cross-cutting issues in HEU
RESEARCH ETHICS AND INTEGRITY	<ul style="list-style-type: none"> • Written communication • Multitasking • Interpersonal skills • Cultural and diversity skills • Openness 	<ul style="list-style-type: none"> • Reliability, trustfulness • Adaptability • Time management • Efficiency and effectiveness • Planning, strategic thinking 	<ul style="list-style-type: none"> • Ethics, integrity • Language skills (EN) • Knowledge of rules and regulations of funders • Management skills • Understand research and the R&I ecosystem 	<ul style="list-style-type: none"> • Administrative skills • Appreciating values and understanding interests • Building and maintaining networks • Stakeholder engagement and management • Legal and regulatory skills
INTERNATIONAL COLLABORATION, INSTITUTION BRANDING	<ul style="list-style-type: none"> • Intrapersonal skills • Flexibility • Assertiveness • Openness • Critical thinking 	<ul style="list-style-type: none"> • Reliability, trustfulness • Stress management • Time management • Resilience • Adaptability 	<ul style="list-style-type: none"> • IT skills • Knowledge of rules and regulations of funders • Understand research and the R&I ecosystem 	<ul style="list-style-type: none"> • Appreciating values and understanding interests • Lobbying • Building and maintaining networks • Administrative skills



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<p>COLLABORATION WITH INDUSTRY</p>	<ul style="list-style-type: none"> • Cultural and diversity skills • Problem solving • Oral communication • Assertiveness • Openness 	<ul style="list-style-type: none"> • Time management • Prioritisation • Planning, strategic thinking • Stress management • Working in teams 	<ul style="list-style-type: none"> • Understanding institutional governance • Ethics, integrity • Understanding institutional governance • Knowledge of rules and regulations of funders • Management skills • Language skills (EN) • Managing resources 	<ul style="list-style-type: none"> • Understanding politics and policy cycles • Building and maintaining networks • Administrative skills • Appreciating values and understanding interests • Nurturing innovation • Stakeholder engagement and management
<p>RESEARCH INFRASTRUCTURE MANAGEMENT</p>	<ul style="list-style-type: none"> • Flexibility • Openness • Written communication skills • Multitasking • Cultural and diversity skills 	<ul style="list-style-type: none"> • Teamwork • Stress management • Diplomatic skills • Conflict management • Time management 	<ul style="list-style-type: none"> • Understand research and the R&I ecosystem • Understanding institutional governance • IT skills • Language skills (EN) • Ethics, integrity 	<ul style="list-style-type: none"> • Stakeholder engagement and management • Building and maintaining networks • Administrative skills • Understanding politics and policy cycles • Legal and regulatory skills
<p>RESEARCH DATA, RESEARCH INFORMATION, INTELLECTUAL PROPERTY MANAGEMENT</p>	<ul style="list-style-type: none"> • Assertiveness • Openness • Flexibility • Interpersonal skills • Oral communication 	<ul style="list-style-type: none"> • Adaptability • Negotiation • Time management • Conflict management • Reliability, trustfulness 	<ul style="list-style-type: none"> • Understand research and the R&I ecosystem • Knowledge of rules and regulations of funders • Understanding institutional governance • Management skills • Ethics, integrity 	<ul style="list-style-type: none"> • Administrative skills • Legal and regulatory skills • Building and maintaining networks • Understanding politics and policy cycles • Appreciating values and understanding interests

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We thank all the RM Roadmap ambassadors for their commitment and support. We look forward to the discussions of the 2nd co-creation session!

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Co-creating the future of research management

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA). That's why the RM Roadmap project needs research managers (RMs) to share their knowledge and expertise as part of an exciting online co-creation process. Join the discussion, share your views and shape the future of your profession.



RM Roadmap co-creation timeline



**Session 2 on the Knowledge and Community Platform
Who are Research Managers/Skills and Competences
March 14 - March 28, 2024**



**Ambassadors work on a consensus document
2 April - April 23, 2024**



**Voting on the consensus document via the poll
April 23 - May 7, 2024**

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