

From frameworks to institutional capacity: practical pathways for strengthening research management training

*Teodora Konach / EARMA / INSPIRING ERA Online event – Research Management
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EARMA

Connecting community, policy and professional development



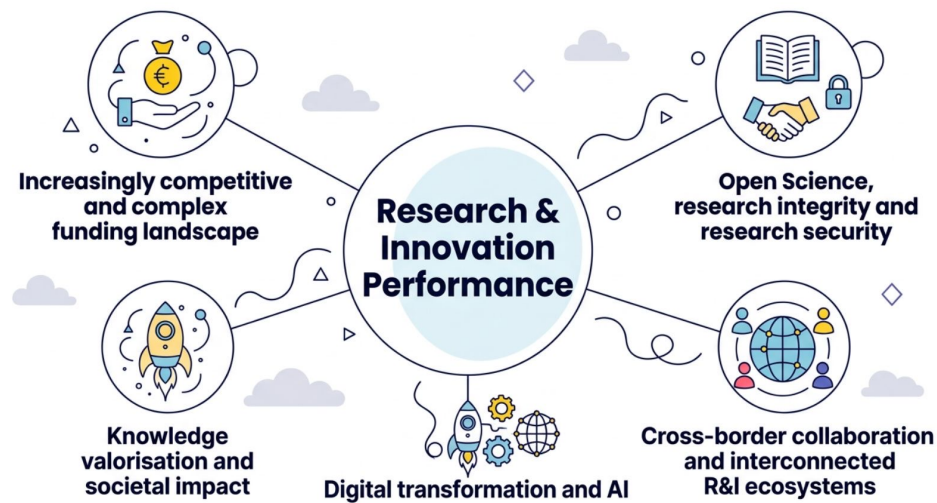
a bottom-up, community-driven European success story

- Founded 30 years ago by Research Management and Administration (RMA) professionals
- A central hub for high-quality training and competence development, and an established forum for knowledge exchange and networking.
- Representing 6,237 registered professionals, including 322 institutions (RPOs, RFOs and SMEs) and 198 individuals across 49 countries



Why Research Management matters for Europe

Today's research environment is more complex, interconnected and demanding than ever.
Research managers are the connective tissue between policy ambition and institutional performance.



Research managers connect policy ambition with institutional capacity and research performance.

From Recognition to Professionalisation: Europe is building the Framework

A coherent European policy journey – moving from policy recognition to embedded institutional practice.



-  **Recognise**
ERA policy priority – recognition and professionalisation of research management as part of a stronger European Research Area
-  **Define**
RM Roadmap and European initiatives build evidence, common terminology, networks and policy awareness
-  **Develop**
RM Comp: a shared European competence framework supporting career development and professional identity
-  **Embed**
RM Framework, institutional professional-development systems, training, recognition and career pathways

The challenge is no longer defining the profession – it is embedding professionalisation in institutions and R&I systems.

RM Comp: A Common European language for the profession

RM Comp functions as a bridge: connecting individual research managers, the organisations that employ them, and the broader European R&I system.

RM Comp
European Competence
Framework for Research Managers

7

Competence Areas

50

Competences

4

Proficiency levels



Research Managers

Self-assessment · skills
development · career
pathways

Research Performing
Organisations

Recruitment · role profiles ·
staff development ·
professional-development
strategies

Funders & Policymakers

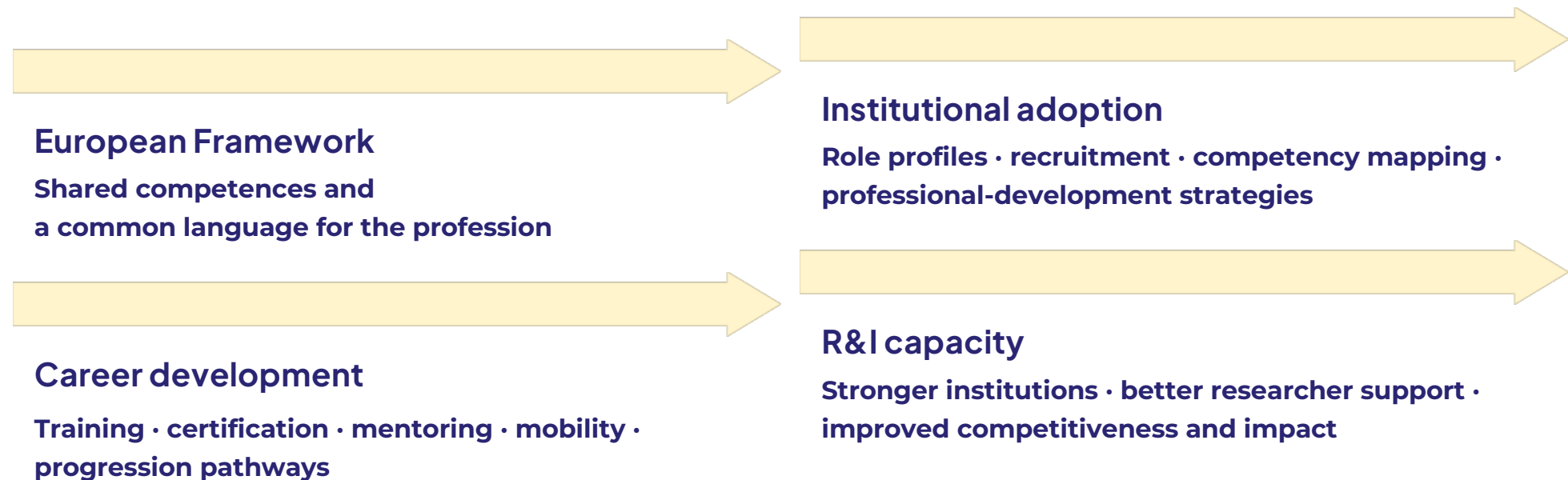
Capacity building · common standards · system-level
professionalisation



From fragmented roles to a shared understanding of research-management competence across Europe.

Professionalisation happens in institutions

**European frameworks create value only when translated into institutional practice:
adapted to diverse contexts, career stages and organisational cultures.**



**Professionalisation should recognise different institutional contexts and career pathways
rather than impose a single European job profile.**



**Professionalisation is not something that happens to our profession.
It is something we build together.**

What is one step you can take within your institution or professional community?

Adapt rather than replicate

Develop rather than simply assess

Participate rather than wait

EARMA Academy – alignment with RM ERA Action and RM Comp



Training platform *Upskilling and capacity building*

- Open-access learning aligned with RM Comp (RM1–RM3)
- Covers key ERA priorities: research lifecycle, ethics & integrity, open science, and use of AI
- Strengthens institutional capacity to implement ERA priorities in practice



Certification platform *Recognition*

- Competence-based certification aligned with RM Comp
- Supports professional recognition and career pathways for research managers
- Contributes to shared European standards and mobility



Workshops & mentoring *Networking*

- Peer exchange and mutual learning across institutions and regions
- Supports ERA goals on knowledge circulation and ecosystem interconnections
- Complements online learning with mentoring and in-person workshops (upcoming)



Level Package



Flexible Path



Structured modular learning experience that be aligned with the RM COMP.

RM Framework: turning European ambition into practice

Across Europe, research-management training remains diverse and fragmented – with varying formats, levels of recognition and visibility of competences. The RM Framework provides a coherent, interoperable reference ecosystem.

RM Comp <i>What competences?</i> The shared European competence reference for research management	RM Training Handbook <i>How do we develop them?</i> Guidance for designing high-quality, competence-based professional-development programmes	Quality Label Concept <i>How do we make quality visible?</i> A common reference for transparent, comparable and trustworthy RM training provision
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→ A clearer, more coherent European professional-development landscape

OPEN

FLEXIBLE

ADAPTABLE TO NATIONAL AND INSTITUTIONAL CONTEXTS



RM Framework project has received funding from the European Union's Horizon Europe programme under grant agreement number 101188073

RM Framework: from competence recognition to quality training

Creating framework conditions for research management training and networking | Horizon Europe, Feb 2025 – Jan 2027



Three major project results:

Training Handbook

Practical guidance for developing high-quality research-management programmes

Quality Label Concept

Making training quality and RM Comp alignment more visible

Pilot Testing

Testing and refining outputs across different organisational settings

From European Frameworks to system change



**The framework is in place. The imperative now is implementation:
at institutional, regional and national level.**

Recognise

**Research management as a
profession and a strategic
institutional function – not a
support role**

Develop

**Structured, competence-based
professional-development and
visible, rewarding career pathways**

Invest

**Sustainable capacity building,
training infrastructure and active
professional networks**

Embed

Research-management development within institutional, regional and national R&I strategies

Professionalising research management is an investment in Europe's R&I capacity.

The European framework is emerging. The next step is implementation.



Thank you
for being part of our community

