

# Diversifying teams and talents: Recognising the value added by research management professionals

Annemarie Vastenhouw-v.d. Linden Chair ARMA-NL, & Research Manager UMC Utrecht

Andreja Zulim de Swarte, EU Liaison Officer, UMC Utrecht

Giovanna Lima, Evaluating Societal Impact/R&R, Erasmus University Rotterdam

Martijn Gerretsen, EU Liaison officer, Radboudumc

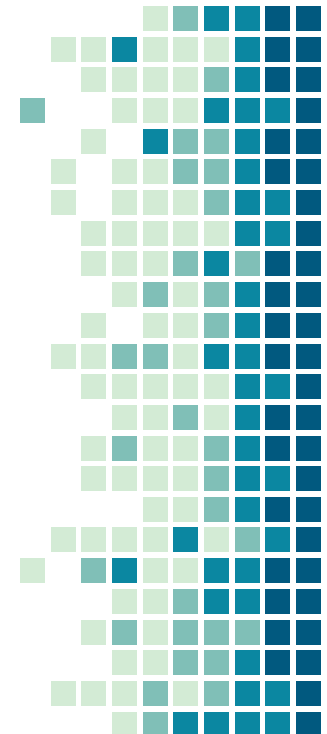


Association for Research Managers  
and Administrators – the Netherlands



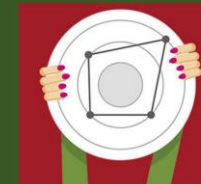
# Program today

- Welcome
- Intro to Research Management professionals
- Explaining world café
- Discussions in smaller groups
- Closing discussion
- Thank you and closing



## RECOGNITION & REWARDS FESTIVAL 2024

*Developing diversified and talented teams*



Incl. the ARMA-NL hosted workshop: Diversifying teams and talents, recognising the value added by research professionals



# First, who do we have in the house?

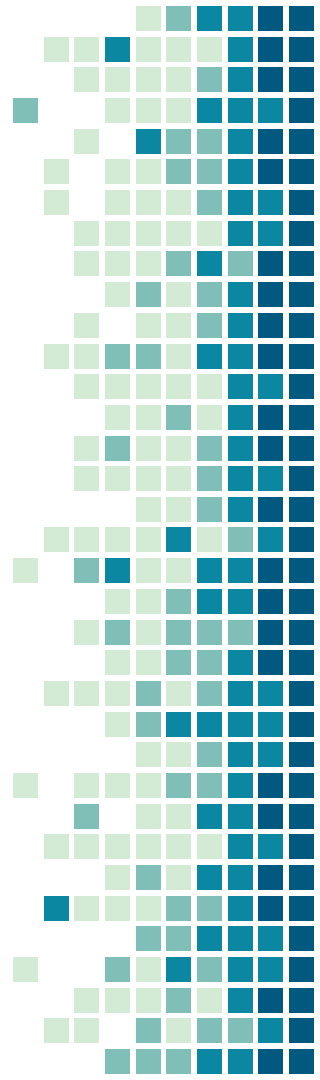
- Researcher
- Research management professional
  - = Research Manager
  - = Research support
  - = Research policy
- Other...





# From which organisations?

- University
- University Medical Center
- University of Applied Science
- Other Knowledge Institutes
- UNL, NFU, ministry, ..
- Funding agency
- Other..



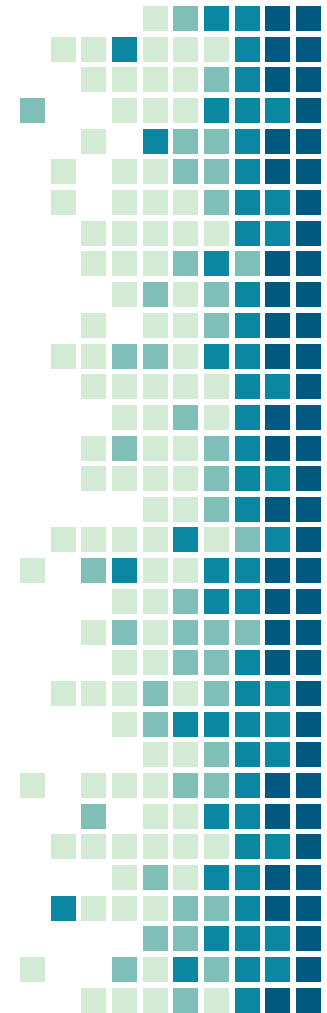


# What are Research Managers & Administrators?

Definition in RM Competency framework:

**Research Managers enable, facilitate and support the performance of research in all its applications.** They hold generalist or specialized roles within the research and innovation ecosystem.

The EC recognises that *‘research and innovation needs a high level of support by a wide range of research management roles, done by researchers or other professionals.’*





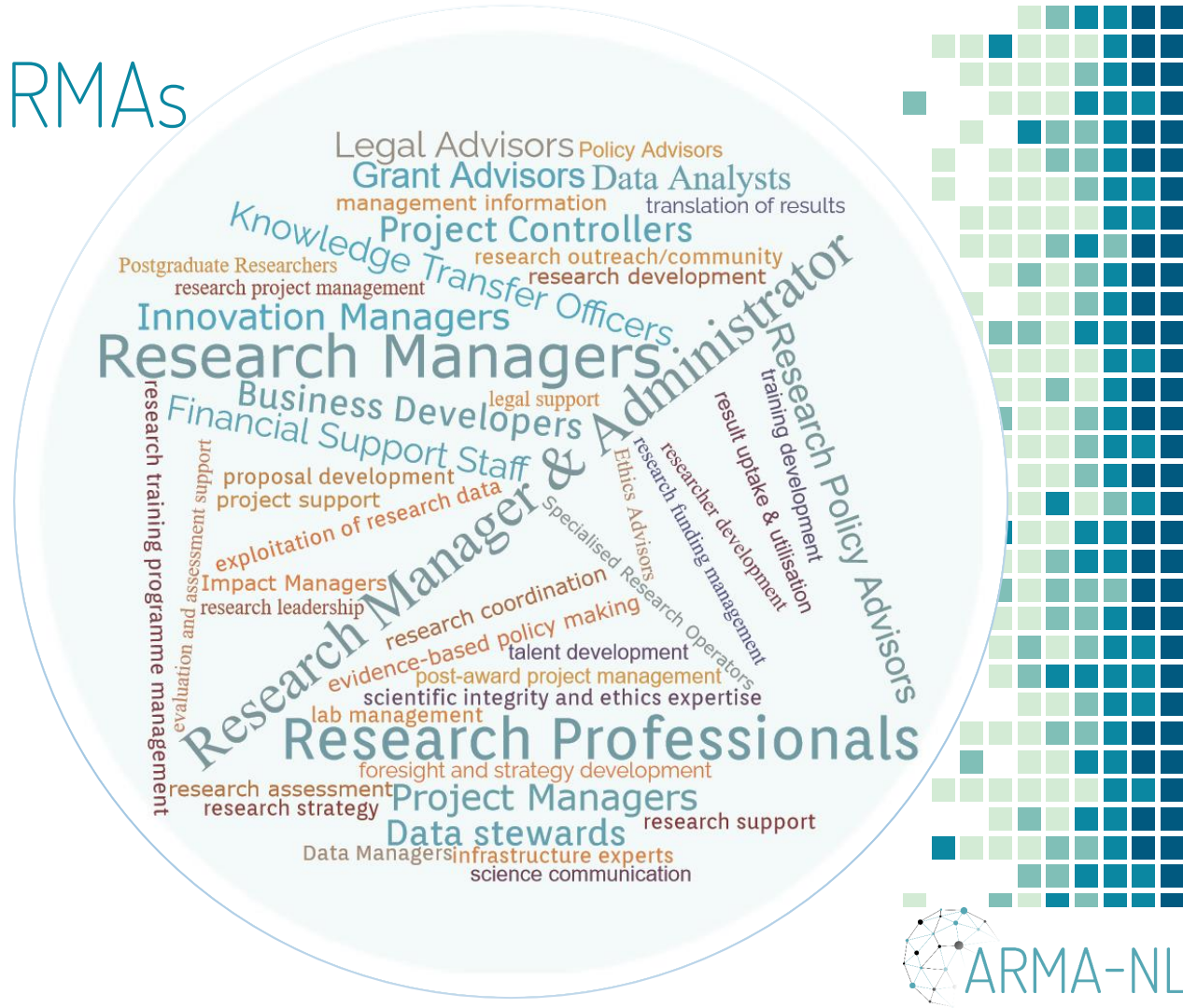
# What's in a name?

- **Research Managers (EC)**
- **Research Managers & Administrators (Global)**
- Research Administrator (USA)
- Research & Innovation Managers and Administrators (South Africa)
- **Research Management Professionals**
- Research Professional Staff
- Research Management Staff
- Research Support (old)





# Sub-functions of RMAs





# How do you become an RMA?

- By accident
  - Most were first in research
  - High percentage has PhD
- 
- No official education or training
  - No (correct) job profiles or career development framework





ARMA-NL

Association for Research Managers  
and Administrators – the Netherlands

**ARMA-NL aims to enhance excellent and impactful research & innovation in the Netherlands, by supporting and building the capacity of Research Managers and Administrators (RMAs) in their profession**



# Objectives



1. Network & platform

2. Knowledge exchange



3. Prof. development

4. Represent & Liaise





# About ARMA-NL

- A network since 2007
- An association since 2018
- For all RMA types, since 2022
- Bottom-up
- Network of volunteers
- By & for our members
- ~380 paying members
- Everyone is welcome!





# Diverse members



With BSc, MSc, PhD



Junior, Medior,  
Senior, Leadership



# ERA Policy Agenda: 20 actions along four priority areas

## DEEPENING A TRULY FUNCTIONING INTERNAL MARKET FOR KNOWLEDGE

1. Open sharing of knowledge, incl. EOSC
2. Data legislation fit for research
3. Reform of research assessment
4. Strengthen research careers
5. Gender equality and inclusiveness
6. Protect academic freedom
7. Better knowledge valorisation
8. Research infrastructures
9. International cooperation, reciprocity



## TOGETHER FOR TWIN GREEN AND DIGITAL TRANSITION, AND INCREASING SOCIETY'S PARTICIPATION IN THE ERA

10. R&I Missions and Partnerships for ERA
11. Green energy transformation
12. Transition of industrial ecosystems
13. Empower higher education institutions
14. Bring science closer to society



## AMPLIFYING ACCESS TO RESEARCH AND INNOVATION EXCELLENCE ACROSS THE UNION

15. Regional and national R&I ecosystems
16. EU-wide access to excellence
17. Strategic capacity of public RPOs

**Momentum!!**

## ADVANCING CONCERTED R&I INVESTMENTS AND REFORMS

18. Coordination national support for ERA
19. ERA monitoring mechanism
20. Prioritisation and coordination of R&I investments and reforms



2025-2027: new ERA policy actions, including follow-up for 4 and 17



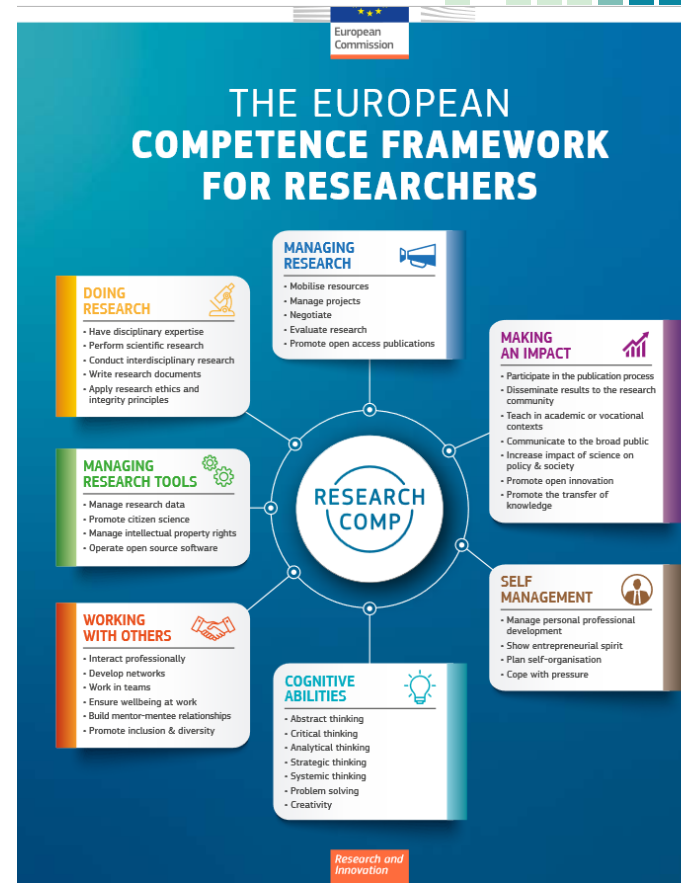
# Outcomes ERA action 4: For researchers

## How to make Research Careers more sustainable and attractive?

Ways to benefit from the new EU-level policies and tools:

- The newly-launched ERA Talent Platform
- European Competence Framework for Researchers (ResearchComp)
- Research and Innovation Careers Observatory (ReICO)
- EURAXESS portal
- The European Charter for Researchers

<https://ec.europa.eu/era-talent-platform/>



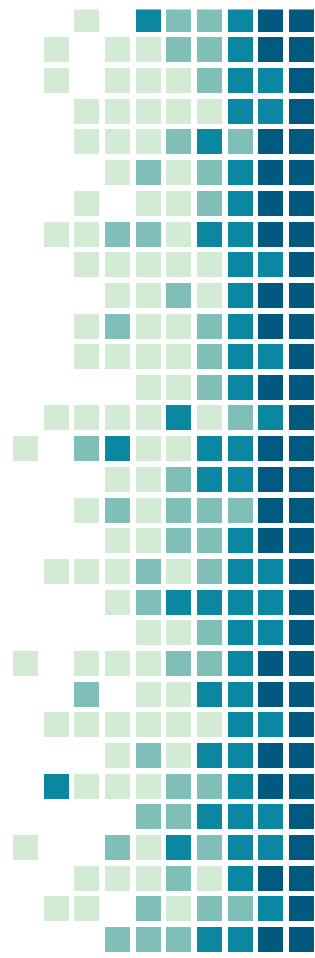


# ERA Action 17: Strengthening the capacity for **research management**



## Research Management Initiative

- **Upskilling:** improve training and skills of research management staff
- **Recognition:** contribute to professionalization
- **Networking:** support best-practice exchange
- **Capacity building:** support less R&I intense regions and organization





# EC: Multidimensional scope of research management

- Research **policy** advice
- Research **development**, research **project and funding** management, **financial** support
- **Evaluation and assessment** support
- Research **training** programme management
- **Data-based** research support, e.g. data stewards and data analysts, exploitation of research data, data protection
- Specialised research **infrastructure** operation
- Scientific **integrity** and **ethics** expertise, **legal** support
- Science **communication** support
- **Knowledge transfer and innovation** support, knowledge brokering, incubator coordination and business development

Currently, the exact list and names etc of sub-types are being made...





# ERA Action 17: Strengthening the capacity for Research Management

## Last 3 years, EU-wide inputs:

- Surveys with > 2000 respondents
- Co-creation sessions
- Via national and thematic ambassadors:
  - National ARMA-NL:  
**Andreja Zulim de Swarte** (UMC Utrecht)  
**Martijn Gerretsen** (Radboudumc)
  - National KTO: Joram Sjoerts (Radboudumc)
  - Research Impact: **Giovanna Lima** (EUR)
  - Research Ethics & Integrity: Susan Hommerson (TU/e)
- Member state inputs



Creating Framework Conditions for Research Management to Strengthen the European Research Area



**CARDEA**  
Enabling professionalisation of research management



# ERA Action 17: Strengthening the capacity for research management

## Outputs:

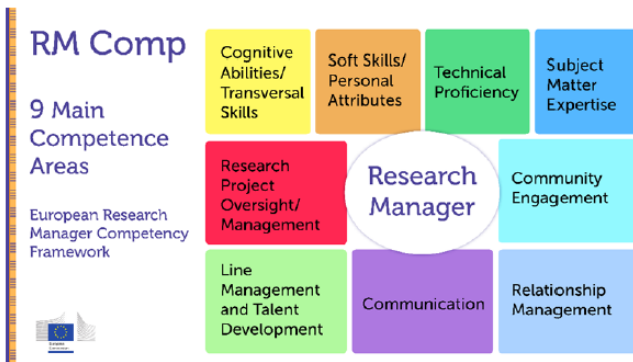
- 1st co-creation report: **understanding the landscape**, national networks and associations
- 2nd co-creation report: Who are Research Managers, **Skills and Competences**
- Overview professional development opportunities
- Draft RM Comp(etence framework), in 2025
- 3rd co-creation: Career Development Framework



**Give input on 3rd co-creation 14 Nov – 19 Dec 2024**

[RM Roadmap: Career Development Framework](#)

We will include outcomes of today into the Dutch report



Links:

[www.rmroadmap.eu](http://www.rmroadmap.eu)

<https://www.ucc.ie/en/cardea/dashboard/>

<https://armanl.eu/standingcommittees/sc-public-affairs/working-group-rm-roadmap/>

Outputs go into ERA policy, ERA talent platform, EU recommendations to member states...



Knowledge exchange through network-communities:



International Network of Research Management Societies



A sustainable profession in a sustainable world

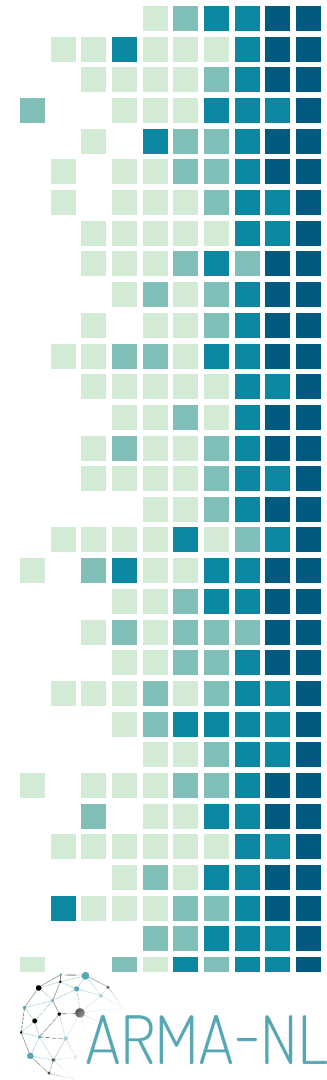
May 06-08, 2025



# Before Recognition & Reward...

- Visibility
- Acknowledgement
- Advocacy

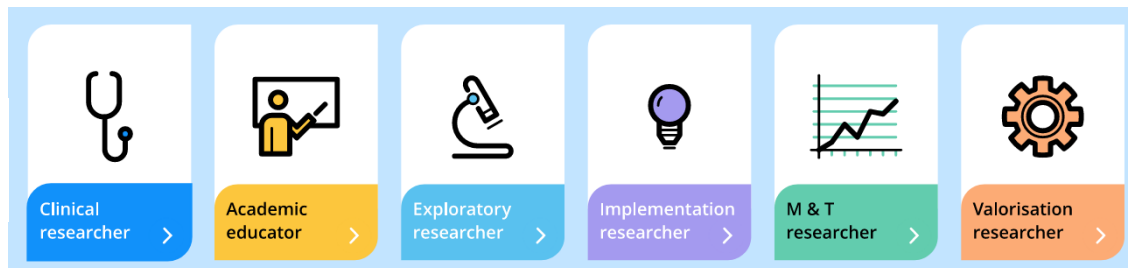
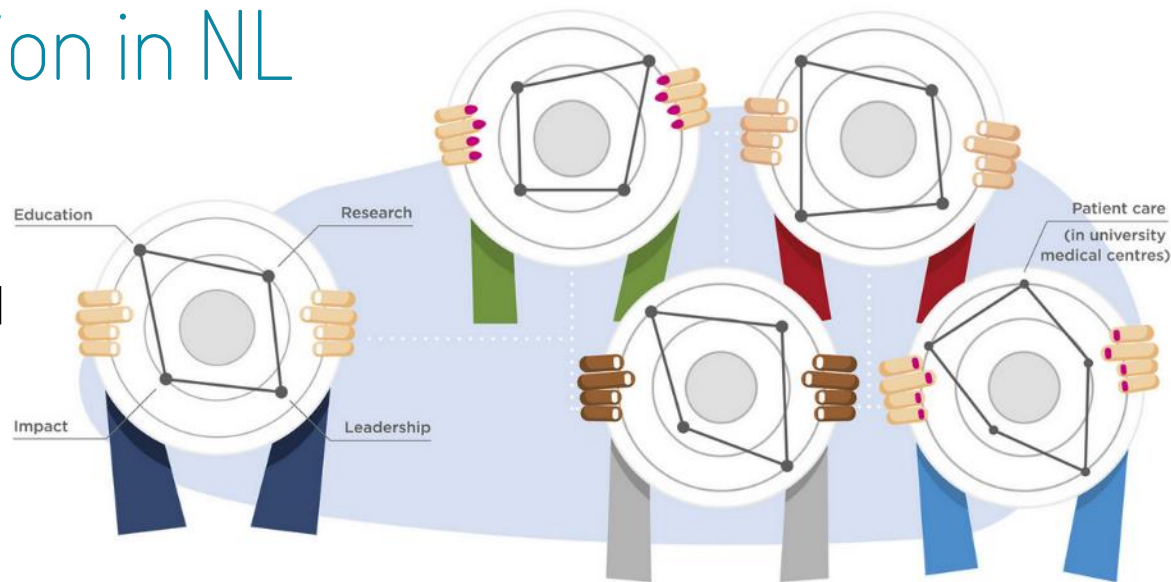
Celebrate / give a voice  
to the seen and unseen work RMAs do!





# Reward & Recognition in NL

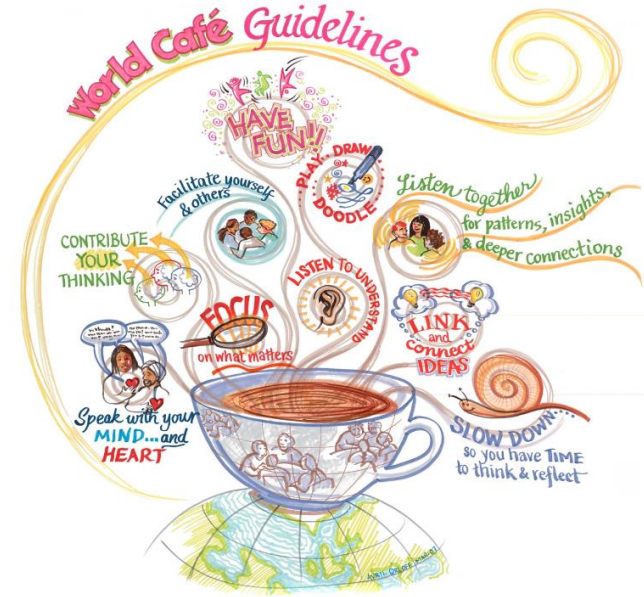
- Currently, R&R for researchers
- Different researchers need different types of RMAs?!
- #TeamScience
- Next step... RMAs?!



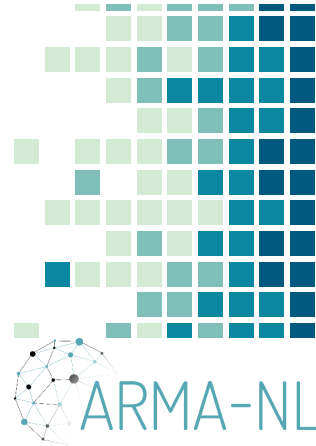


# World Café introduction

- Share insights in small groups
- Positive, open, respectful atmosphere
- We have 4 tables with different topics
- 2 x 15 minutes
- Choose 2 tables
- Closing discussion: summarize and discussion key points per table with whole group
- Festival has given template to summarize workshop, main takeaways and interesting quotes
- Input will also be included in next RM roadmap co-creation session



Source: The World Café/Avril Orloff





# World cafe tables

**Table 1: Collaboration between Research Management Professionals and Researchers** Moderator: Giovanna

- What is the role of support staff in the composition of a team?
- How do they contribute to research?
- How do we work together?

**Table 2: Diversifying talents in the R&I landscape** Moderator: Annemarie

- What can we improve to develop and retain talents increasingly needed in R&I?
- What is needed in the R&I system?
- What is needed to optimally support diverse and vitalised career paths for researchers? For Research Management professionals? For our organisations?
- What can we improve to develop and retain talents?
- How can the R&R program benefit from and influence RMA developments and needs.

**Table 3: Career Development Framework for Research Managers** Moderator: Andreja

- What should be included in an RMA career framework?
- What talents and skills should be covered?
- Which skills are most important for R&I ecosystem?
- How can a framework support growth and recognition for RMAs?
- What types of support (e.g., training, mentorship) are needed?
- What is needed within NL for implementation?

**Table 4: Research Management in response to current emerging needs** Moderator: Martijn

- What and who are needed for the current R&I internal and external developments, for research management and team science?
- What does this mean, for the different academics and research management professionals and their respective required competences to provide the required resilience and agility?



# Closing

Thank you very much for your input!

- We'll take it along in different outputs
- Researchers & RMAs: partners in crime for excellent and impactful R&I
- Seize opportunities to advocate for Research Management
- Now is the moment!



Association for Research Managers  
and Administrators – the Netherlands



[www.armanl.eu](http://www.armanl.eu) [L-In:@ARMA-NL](https://www.linkedin.com/company/armanl) [X: @ARMA\\_NL](https://twitter.com/ARMA_NL)