



Diálogos **UE Angola**

CoARA e a Reforma da Avaliação da Investigação no contexto da **avaliação de instituições de I&D**

FCT, 20 Oct

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Outline

1. **Evolution** of Research & Research Assessment Reform
2. **CoARA** Coalition for Advancing Research Assessment
3. **Portuguese context:** recent and ongoing initiatives



Evolution of Research & Research Assessment **Reform**

Evolution of Scientific Research over the last decade

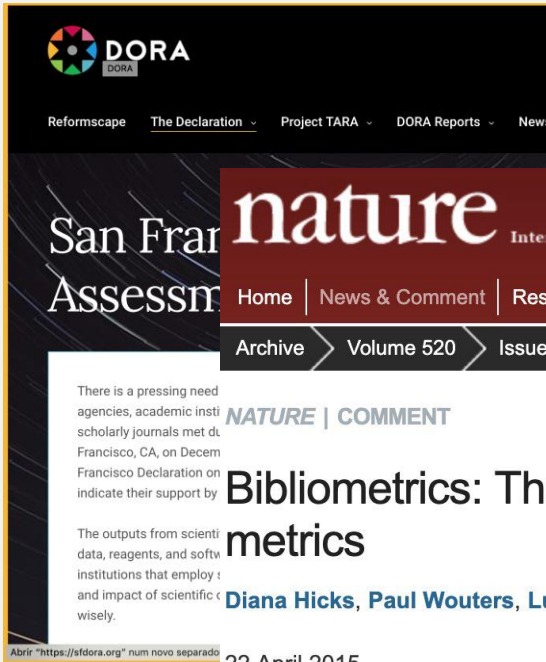
- Increasing **inter- and transdisciplinary** research
 - Many of the most pressing **societal challenges** require **interdisciplinary solutions**. Need for interdisciplinary collaboration to address complex and global problems.
- Collaboration **across borders and sectors**
 - International collaboration increasing over the past decade and increasing inter-sectors collaborations.
- **Diversity of outputs** and **broader** societal impact
 - Research no longer perceived solely by its contributions to advancing knowledge, but also by its impact on society. Increased diversity and **new outputs**: datasets, software, protocols, policy briefs, etc.
- The research process is **in (digital) transition**
 - Less linear, more collaborative (team science) and open, increased diversity of outputs.

The use of metrics and **quantitative** indicators

- **Overemphasis on publications** and **narrow recognition** and award of research
 - Over-reliance on metrics to assess research leaves other contributions unrecognised and undervalued.
- **Negative impact** on research culture and career conditions
 - Heavy focus on metrics affects research culture and researchers' career and work conditions ('publish or perish', mental health issues).
- Reward of **quantity** and **publication venue** over quality
- **Does not reward appropriately** sharing, collaboration and outputs other than publications

Contrasting trends – need to move towards a **better alignment** of the research assessment practices with the practices of modern research.

Milestones in Responsible Research Assessment



DORA

Reformscape The Declaration Project TARA DORA Reports New

San Francisco Declaration on Research Assessment

Home | News & Comment | Research | Archive | Volume 520 | Issue

There is a pressing need for agencies, academic institutions, and scholarly journals to meet the San Francisco Declaration on Research Assessment (DORA) to indicate their support by using the outputs from scientific data, reagents, and software institutions that employ it and impact of scientific research wisely.

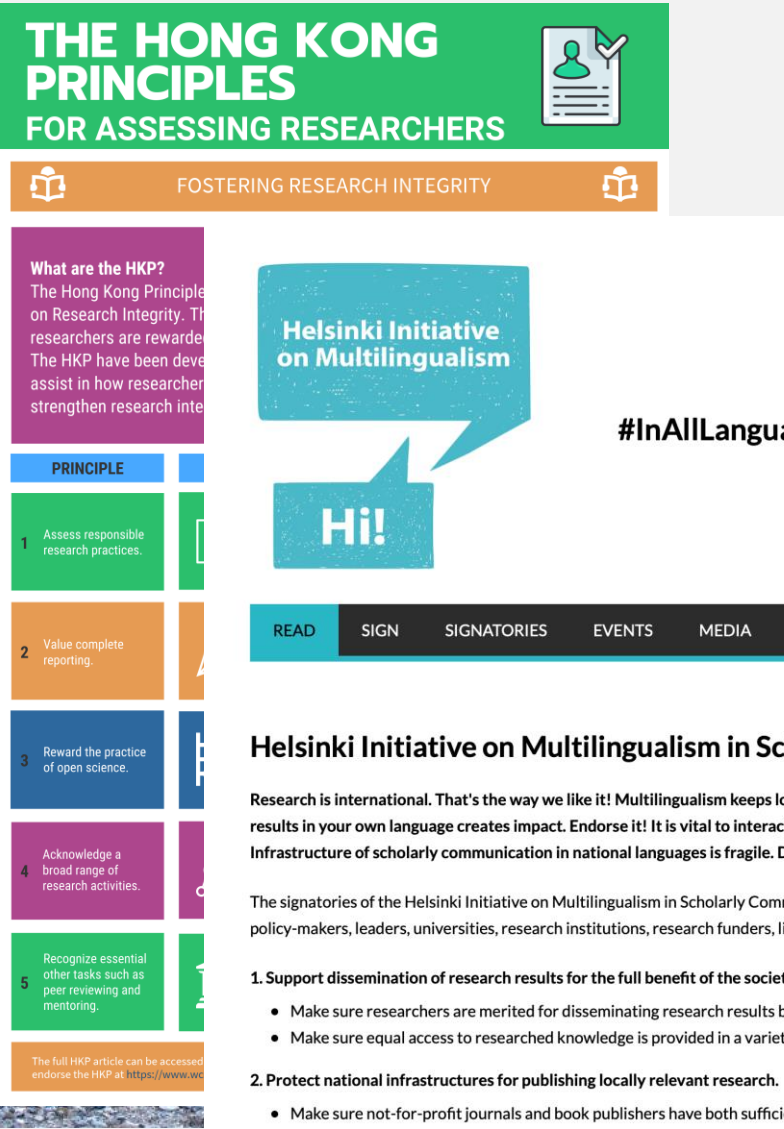
Bibliometrics: The metrics

Diana Hicks, Paul Wouters, L...

22 April 2015

22 April 2015

Use these ten principles to guide your colleagues.



THE HONG KONG PRINCIPLES FOR ASSESSING RESEARCHERS

FOSTERING RESEARCH INTEGRITY

What are the HKP? The Hong Kong Principle on Research Integrity. The researchers are rewarded. The HKP have been developed to assist in how researchers strengthen research integrity.

PRINCIPLE

1. Assess responsible research practices.
2. Value complete reporting.
3. Reward the practice of open science.
4. Acknowledge a broad range of research activities.
5. Recognize essential other tasks such as peer reviewing and mentoring.

The full HKP article can be accessed and endorsed the HKP at <https://www.wong.edu.hk/hkp/>

Helsinki Initiative on Multilingualism

Hi!

#InAllLanguages

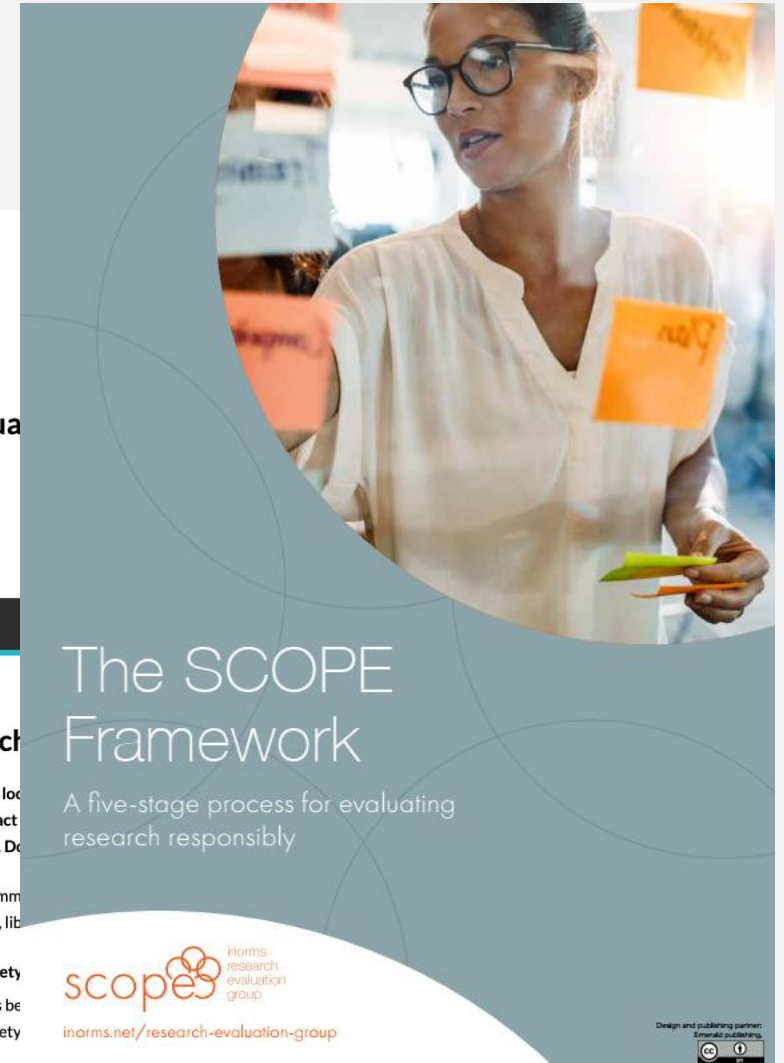
READ SIGN SIGNATORIES EVENTS MEDIA

Helsinki Initiative on Multilingualism in Scholarly Communication

Research is international. That's the way we like it! Multilingualism keeps local results in your own language creates impact. Endorse it! It is vital to interact. Infrastructure of scholarly communication in national languages is fragile. Do it!

The signatories of the Helsinki Initiative on Multilingualism in Scholarly Communication are policy-makers, leaders, universities, research institutions, research funders, libraries, publishers, and others.

1. Support dissemination of research results for the full benefit of the society
 - Make sure researchers are merited for disseminating research results by publishing in open access.
 - Make sure equal access to researched knowledge is provided in a variety of languages.
2. Protect national infrastructures for publishing locally relevant research.
 - Make sure not-for-profit journals and book publishers have both sufficient resources and the support needed to maintain high standards of research.



The SCOPE Framework

A five-stage process for evaluating research responsibly

scopes inorms research evaluation group

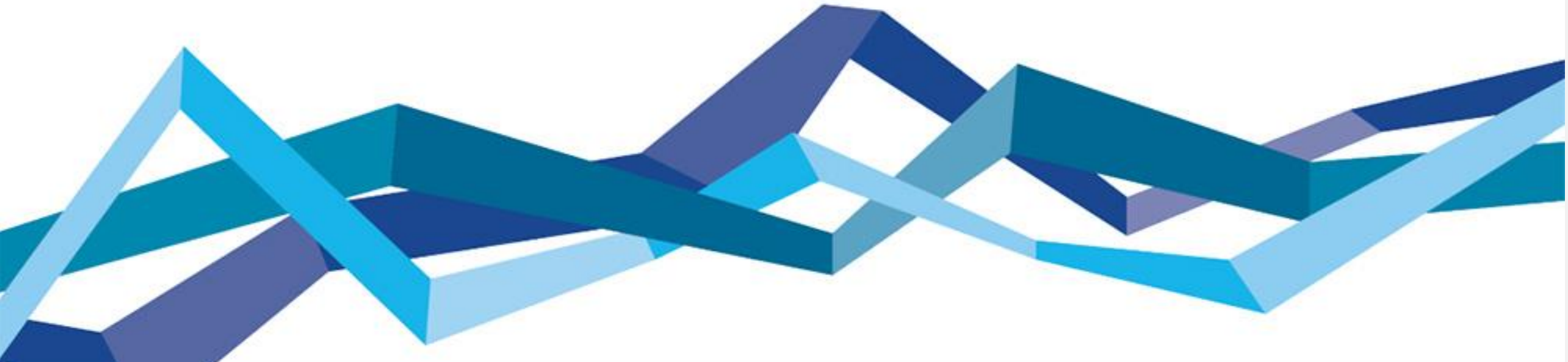
inorms.net/research-evaluation-group

Design and publishing partner: Emerald Publishing

Milestones in Responsible Research Assessment

AGREEMENT ON REFORMING RESEARCH ASSESSMENT

20 July 2022



Political **Context**

- **Council Conclusions on ERA** (Dec. **2020**) and on **Research Careers** (May 2021) invited the Commission to work with stakeholders to support changes in assessment practices
- **Council Conclusions on the Future Governance of ERA** (Nov. **2021**) includes an action on reforming research assessment (Action 3) in the ERA Policy Agenda 2022–2024
- **Council Conclusions on Research Assessment and Implementation of Open Science** (10 June **2022**)

Council Conclusions on Research Assessment and Implementation of Open Science

- “Moving to a **more balanced approach between the quantitative and the qualitative evaluation** of research, by strengthening the qualitative research assessment indicators while developing the responsible use of quantitative indicators.”
- “Recognising **all forms of research and innovation outputs and processes**, including inter alia, datasets, software, codes, methodologies, protocols and patents, and not only publications.”

Council Conclusions on Research Assessment and Implementation of Open Science

- “Taking into consideration **diverse career pathways** and **all research and innovation activities**, including mentoring, leadership roles, entrepreneurship, data management, teaching, knowledge valorisation, industry-academia cooperation, support for evidence-informed policy making, interaction with society, including citizen science and public engagement.”
- “Taking into consideration the **specificities** of the various research **disciplines**, the range from basic to applied research, the **stages of research careers** and the **missions** of research institutions.”

Main Objectives

Reform the assessment system of research proposals, researchers, research units and research institutions to increase the **quality, performance and impact** of research.

Towards a research assessment system that:

- Promotes **qualitative judgement strengthening peer review**, supported by a more responsible use of quantitative indicators
- Considers the value and impact of a **diversity of research outputs**
- Rewards the **diversity of tasks** of researchers
- Fosters **open collaboration** and early knowledge and data sharing



CoARA Coalition for Advancing Research Assessment

Why CoARA?

- There is broad agreement from the research community on the **need to reform existing ways of assessing research**.
- Assessment processes relying predominantly on journal- and publication-based metrics **can be a hurdle to the recognition of diverse contributions and may negatively affect the quality and impact of research**. They also contribute to an unhealthy research culture and an unaffordable publication system.
- Building on progress made so far (DORA, Leiden Manifesto, Hong Kong Principles for assessing researchers), CoARA aims to **enable systemic reform of research assessment** on the basis of common principles and commitments within an agreed timeframe.

Call to Action

Agreement on Reforming Research Assessment

- Establishes a **common direction for assessment reform**, while respecting organisations' autonomy.
- It is based on:
 - **10 overarching principles**;
 - **10 commitments**: 4 core and 6 supporting;
 - **A timeframe** for reforms: 1 and 5 years after signing.
- Signature of the Agreement is open to all **organisations involved in research assessment**.

4 Core Commitments (*What*)

1. **Recognise the diversity of contributions** to, and careers in, research in accordance with the needs and nature of the research.
2. **Base research assessment primarily on qualitative evaluation for which peer review is central**, supported by responsible use of quantitative indicators.
3. **Abandon inappropriate uses in research assessment of journal- and publication-based metrics**, in particular inappropriate uses of Journal Impact Factor (JIF) and h-index.
4. **Avoid the use of rankings of research organisations** in research assessment.

6 Supporting Commitments (*How*)

5. **Commit resources** to reforming research assessment as is needed to achieve the organisational changes committed to.
6. **Review and develop** research assessment criteria, tools and processes.
7. **Raise awareness** of research assessment reform and provide transparent communication, guidance, and training on assessment criteria and processes as well as their use.
8. **Exchange** practices and experiences to **enable mutual learning** within and beyond the Coalition.
9. **Communicate progress** made on adherence to the Principles and implementation of the Commitments.
10. **Evaluate** practices, criteria and tools **based on solid evidence** and the state-of-the-art in research on research, and **make data openly available** for evidence gathering and research.

CoARA | Overview

Membership and Reach

844

Signatories

55

Countries

779

Members

53

Countries

13

Working Groups

18

National Chapters

CoARA

Collaborative structure

- **Working Groups**

Working Groups operate as 'communities of practice', providing mutual learning and collaboration on specific thematic areas.

- **National Chapters**

National communities of institutions and their research communities, involving at least half of the CoARA member institutions of a given country

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13 Working Groups



Towards Open Infrastructures for Responsible Research Assessment

Open research information is crucial for responsible research assessment, which needs data, tools, infrastructures that secure transparency, reproducibility, geographic-discipline-output coverage in data and indicators. Their sustainability, interoperability, openness, and community-based accountability are key to the reform. This working group's mission is to enable institutions to move from proprietary infrastructure and research information, to open (interoperable) alternatives—in support of the transition to responsible research assessment practices. This effort will take into consideration the wide range of research outputs and open science [...]

[Find more info here.](#)



Multilingualism and language biases in research assessment

By addressing language diversity and biases in assessment, this WG supports the EU (and other) institutions in fulfilling their duty to enhance, promote and uphold linguistic equity, diversity and non-discrimination in Europe and globally. This requires fostering an academic culture that values diverse competencies, interactions and communications in all languages without exclusions or priorities.

The main objectives are 1) to raise awareness across all fields about the importance of “multilingualism in practice of science, in scientific publications and in academic communications” (UNESCO); 2) to provide institutions with guidelines, toolbox [...]

[Find more info here.](#)



Experiments in Assessment – Idea generation, co-creation, and piloting

The mission of this group is to form an incubator for experimental ideas in research assessment. We aim to establish a process to enable change: collecting, refining, and piloting new initiatives. The group will be a ‘safe space’ for collaboration and brainstorming of unconventional ideas that will shift assessment in line with the goals of CoARA. We will consider a wide variety of approaches, including those that might consider the recognition and rewarding of under-represented and under-rewarded scholarly practices and alternative methodologies and values in the evaluation decision-making processes. This group involves funders, institutions [...]

[Find more info here.](#)

13 Working Groups



Reforming Academic Career Assessment

The Working Group on Reforming Academic Career Assessment (ACA) is based on the premise that ACA systems should adequately reflect the different tasks, functions and roles academics fulfil over the course of their career. The aim is to broaden the reflection on research assessment to ACA, taking into account the full range of work conducted by academics in research, teaching and learning, innovation, management/leadership and service to society. The WG brings together a critical mass of academic stakeholders to 1) define the objectives and principles of reforming ACA, from the perspectives of institutions and academic staff being assessed, and to [...]

[Find more info here.](#)



Responsible metrics and indicators

Stage 1: Assessing the status quo: Which indicators are currently employed? We investigate this across varied disciplines and cultural contexts, specifically in the evaluation of researchers, awards, institutional assessments, and the progression of scientific advancement (like tenure, PhD, habilitation, professor titles, etc.). Starting with CoARA members, institutions are asked to provide information on their current usage of indicators via a structured survey. Stage 2: Critical evaluation of the indicators and recommendations. Based on the survey results, we develop guiding questions and recommendations (2a) when to use indicators (and when not) [...]

[Find more info here.](#)



Improving practices in the assessment of research proposals

The overall objective of the Working Group is to improve practices in the assessment of research proposals, ultimately supporting higher quality and more impactful projects, in line with the principles and commitments of the Agreement on Reforming Research Assessment, while respecting the autonomy of each member. This will include work on: Criteria for the selection of research projects and innovative approaches to review processes. The Working Group will exchange information and learn mutually on how quality is understood and operationalised by research funding and other organisations through their assessment criteria. It will share experiences [...]

[Find more info here.](#)

13 Working Groups



Supporting the alignment of research assessment systems with CoARA in biomedical disciplines through administrative reforms and governance

In biomedical institutions, research assessments are highly regulated and procedurally institutionalized. Administrative reform is a crucial part of sustainable and successful research assessment reforms (RAR). The goals of the WG are to 1) identify barriers and facilitators, 2) evaluate existing examples, 3) consolidate experiences and 4) identify best practice scenarios. Translating CoARA into organizational practice requires not only the agreement of the broader science community, but its implementation success also depends on other factors that facilitate or hinder the RAR within an organization's administration and governance



Towards Transformations: Transdisciplinarity, Applied/Practice-Based Research, and Impacts

New real-world challenges and frontiers in science require collaborations across a range of actors in order to arrive at solutions. Climate change is a case in point. For research to play a transformative role in how our societies are shaped locally, in Europe, and world-wide, science systems need to adopt new assessment approaches. Our working group involves 40+ organisations. It aligns three distinct yet interconnected streams of activities towards transformations and will deliver shared workshops and products.

[Find more here.](#)



Recognizing and Rewarding Peer Review

Research assessment needs to take into account a broad range of scholarly activities. Formal peer review plays a crucial role in research and must therefore be given appropriate recognition in assessment processes. This working group will develop systematic approaches for recognizing and rewarding peer review activities. Efforts will be made at a number of different levels: (1) Collecting systematic evidence on ways in which high-quality peer review activities can be recognized and rewarded; (2) Using this evidence to develop principles and guidelines for recognizing and rewarding peer review activities; (3) Piloting the implementation [...]

[Find more here.](#)

13 Working Groups



Early-and-mid-Career Researchers (EMCRs) – Assessment and Research Culture

EMCRs working in different types of environments, including universities, research institutes or the private sector, are subject to precarity and hypercompetition, and are most strongly affected by research culture and by assessment practices. These assessments happen at a variety of occasions and for different purposes, including hiring and promotion, yearly cadre reviews and success evaluations, project applications, habilitation, defending a disposition or a doctorate, etc. Moreover, EMCRs particularly in earlier career stages face an uncertainty about the academic system, as there is little coaching and training on the existing requirements [...]

[Find more info here.](#)



TIER – Towards an Inclusive Evaluation of Research

In research assessment, systematic biases can be present when the evaluation criteria do not take properly into account the career path of individuals (for instance, maternity or health leaves not considered in the quantitative evaluation of the scientific production). In addition, accidental confirmation biases may arise when evaluators lack sufficient information about the candidates or valorise stereotyped attitudes. These are more likely to drive the peer evaluation, especially under conditions of high time pressure and cognitive load. These biases can lead to a systematic asymmetry in the evaluation of researchers belonging to different groups, compromising diversity in scientific research – especially in STEMM – as proved by statistics.

[Find more info here.](#)



Ethics and Research Integrity Policy in Responsible Research Assessment for Data and Artificial Intelligence (ERIP)

ERIP builds global expertise to address the transformative cross-disciplinary impact of data and AI on research culture (values, processes, structures, perceptions) supported by data and AI integrity for the ethical development of AI in research and institutional assessment framed in human-centric quantitative and qualitative metrics/indicators for data/AI research activities. ERIP's mission is to develop policy, guidance, and tools for advancing research assessment that promote the role of, and define the ethical and integrity characteristics of, a responsible culture for the assessment of data and AI in research, fostering responsibility, transparency, and societal

13 Working Groups



Evaluating Social Sciences and Humanities (SSH) research globally

Assessment of research in the SSH fields and disciplines is challenging because of:

- the diversity of knowledge production, communication, and outreach practices.
- the plurality of methods, processes, applications, and impacts, between and within disciplines,
- The strong national focus in SSH in many SSH fields creates distinct practices,
- a higher proportion of outputs published in languages other than English (WG will liaise closely with Multilingualism WG via our common partners TSV and EASSH).

[Find more info here.](#)

CoARA

Collaborative structure

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CNP-CoARA

The Portuguese National Chapter

CNP-CoARA | Membership

Universities and their associations

14



Research centres, research infrastructures, and their associations

8



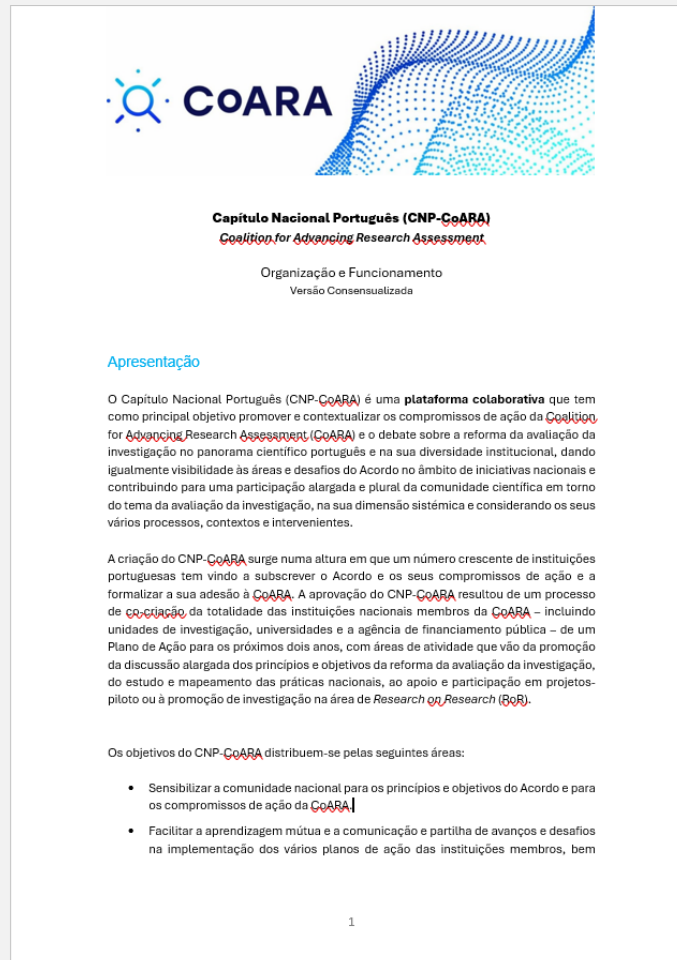
Public or private **research funding** organisations and their associations

1



Recent & Ongoing Activities

Organisation model



Approval of an Organisation model

- **General Council**

- Plenary forum of the CNP-CoARA and is made up of all the points of contact of the participating institutions with CoARA.

- **Coordination Team**

- The Coordination Team is made up of three members, one Chair and two Co-Chairs, whose institutions must represent the diversity of CNP-CoARA member institutions typologies.

- **Extended Coordination Team**

- The Extended Coordination Team is made up of the CNP-CoARA coordination team and the coordination teams of 3 members for each Working Group.

- **Working Groups**

- Composed of members of the CNP institutions' communities, they have the task of implementing the action plan's work packages.

CNP-CoARA Action Plan

Work Package 1

WP 1: Mapping and Disseminating Best Practices on Research Assessment (M1-M22)

- T1: Analysis of **existing assessment systems and practices** across the national context (M1-M6)
- T2: Conduct a comprehensive analysis of the **national legislation** related to research assessment and its coherence with the Agreement (M2-M8)
- T3: Compile **national and international best practices**, in collaboration with other NCs and relevant WGs. Set up and update an online page of national best practices, of piloting initiatives (cf. WP2) and development of new assessment tools and processes (M3-M18)
- T4: Draft a comprehensive **report** detailing the identified best practices and develop recommendations and a national framework to align national policies with CoARA Commitments (M18)
- T5: Set up a **toolbox** for recognition and reward in research and academic careers, broadening the diversity of activities, outputs and outcomes, that play a role in a more qualitative assessment of research (M22)

CNP-CoARA Action Plan

Work Package 2

WP 2: Engaging in the Implementation of Small Pilot Projects and Research on Research Activities (M6–M24)

- T1: Plan and outline, or participate in and contribute to, **pilot projects** based on identified best practices and RoR activities (M6–M24)
- T2: **Monitor and evaluate** the effectiveness of the pilot projects compiling a detailed **report** on the key implementation challenges and lessons learned (M9–M22)
- T3: Promote and engage in National **RoR**

activities, particularly in the area of **research on research assessment**, organising **two workshops** aimed at researchers from the national community working in related areas, namely on peer review and assessment methodologies, tools and processes, open to the participation and collaboration of other NCs and relevant WGs (M6–M22)

CNP-CoARA Action Plan

Work Package 3

WP 3: Management, Mutual Learning, Collaboration, Engagement (M1-M24)

- T1: Kick-off the Portuguese NC with an event bringing together all existing and forthcoming CoARA NCs
- T2: **Regular online NC meetings**, including pre-meetings before key CoARA events
- T3: **Two in-person meetings**/seminars/workshops
- T4: Usage of digital platform for sharing information and **foster debate among NC members**
- T5: Dissemination network of **CNP-CoARA ambassadors**, articulated with ongoing WP1 and WP2 activities and projects, and supported by a set of training tools and initiatives

CNP-CoARA Action Plan

Work Package 3

WP 3: Management, Mutual Learning, Collaboration, Engagement (M1-M24)

- T6: **Final event** dedicated to presenting the results of pilots, thematic sessions, major national recommendations, and outlining NC next steps
- T7: **Engage** the Portuguese Research Community and CoARA member organisations in shaping the Portuguese NC



European Commission

Recent initiatives

A New **ERA** for Research Assessment

From Action to **Structural Policy**

- **Core European Priority:** In the new European Research Area (ERA) Policy Agenda for 2025-2027, research assessment reform has been **promoted** from a specific 'Action' (former ERA Action 3) to a permanent **Structural Policy**.
- **Goal:** To drive a systemic reform that moves away from a reliance on purely quantitative metrics and towards a qualitative assessment that recognises a wider diversity of research outputs, activities, and career paths to better reward quality and impact.
- **Evidence-Based Reform:** To support this transition, the European Commission is funding a dedicated Research and Innovation Action (RIA) to lead research on the reform itself, ensuring changes are evidence-based. **HORIZON-WIDERA-2025-06-ERA-03:** Research and innovation to provide evidence that support reforms of research assessment

CoARA-Boost

Catalysing and Funding Institutional Change

What it is: CoARA-boost is **funded by the EC**, designed to strengthen and operationalise the work of the CoARA. Its central tool is a Cascade Funding that provides direct grants to institutions.

Overview: Cascade funding of over **50 projects**. These projects will help institutions to: (i) Develop and pilot new assessment criteria, tools, and processes, (ii) Facilitate knowledge exchange between institutions, (iii) Pave the way for lasting, systemic institutional changes.

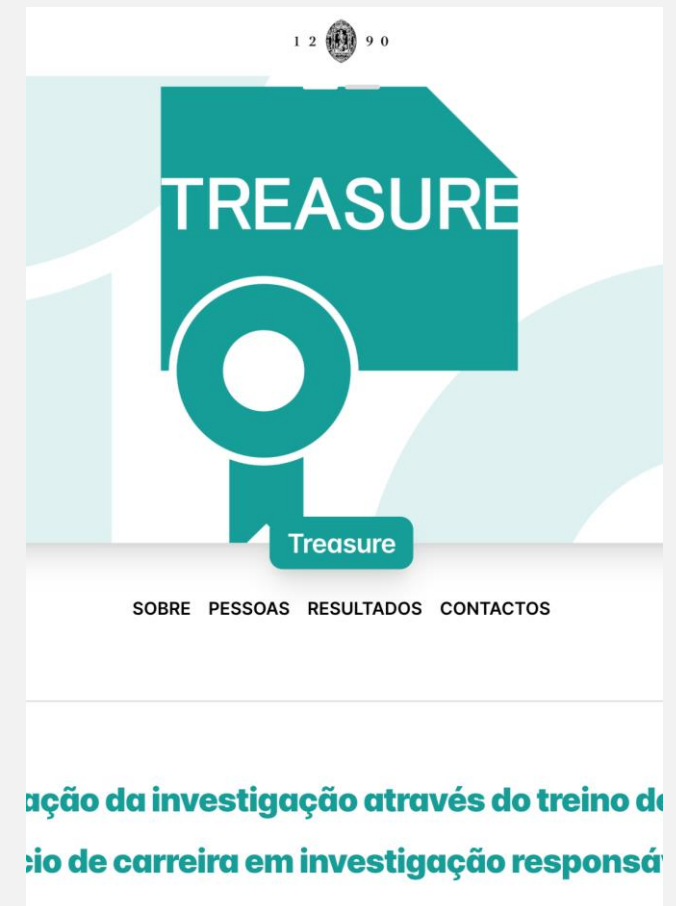


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CoARA-Boost

Catalysing and Funding Institutional Change



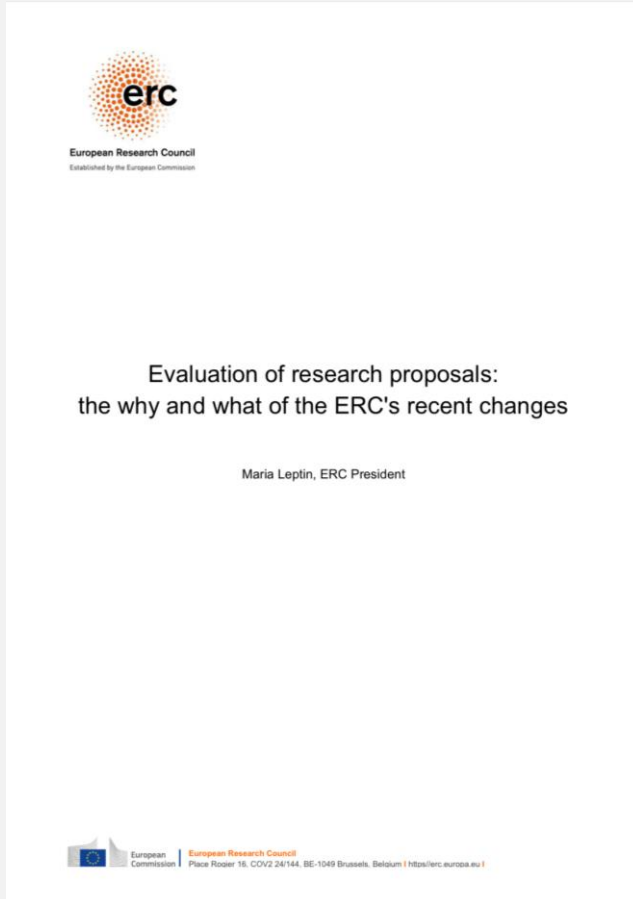
A Portuguese example: the **TREASURE Project**, from **University of Coimbra**:

- **Institutional Pilot Project** focused on rewarding Master and PhD candidates for implementing reproducible, reusable, and open research practices in their theses.

<https://www.uc.pt/iii/treasure/>

ERC | European Research Council

Changes to the assessment process



- Description of **required 'profiles'** of ERC PIs has been **removed** from the Work Programme
- In the application form, the **CV and track record**, previously two separate documents, are **now combined** as a single template
- **Type of research output** is deliberately **left open** in the “Research achievements and peer recognition” application form section



National Context

FCT Moving towards reform

FCT | RESTART

Changes to research assessment criteria and process

Broadening the recognition of researchers' activities and contributions

- Adoption of **Narrative CV**, piloting a model based on the the Royal Society *Resumé for Research and Innovation* (R4RI)
- Contributions to Science and Society, covering a **wide set of contributions**, from publications, data sets, new methods, software, exhibitions, to the contribution to the development of individuals and teams, and contributions to the wider society
- Additional section dedicated to a **detailed explanation** of up to 5 outputs and/or activities (context, roles, impact, etc.)

New evaluation criteria

- Adoption of a new evaluation criterion, awarding the commitment of institutions to the conditions provided to applicants and its **impact on the sustainability of their careers**.

FCT | Changes to assessment processes

Other changes in more recent calls

Call for Exploratory and IC&DT Projects (Teams)

- **Narrative CV** for Principal Investigators
- Move towards a more **narrative format** in the presentation of **teams**

CEEC 7nd Edition (Individual contracts)

- **Fully** introducing **Narrative CV** (in the 6th edition Restart's Narrative CV Pilot was still underway)

The Portuguese Research Landscape

Other ongoing changes and initiatives

- **Broadening the recognition of research outputs and activities.** Narrative CV Format.
Currently working on an upgrade to **Ciência VITAE** for it to include a new customizable **Narrative CV section**.
- **Broad view and recognition of research and its pathways.** New funding programmes (and additions to old ones) targeting research pathways and partnerships between **academic and non-academic** entities in all scientific areas.
- Increasing the **permeability between researching and teaching careers**. New **FCT Tenure** programme.

FCT | PT R&D Units Evaluation 2023/2024

Changes to the assessment process

Narrative CVs: R&D Units Core CVs, indicated by each as those best representing the quality and scope of the research carried out, are now Narrative CVs $\simeq$ **3000**

Multidisciplinary evaluation: new multidisciplinary evaluation system, allowing R&D units to select the disciplinary makeup of their teams of evaluators from up to three different panels. Key benefits:

- **Bottom-up approach:** more adaptable framework that aligns the R&D Units specific current research and its strategic goals
- Enables **tailored evaluation:** R&D units can create multidisciplinary teams of evaluators
- **More comprehensive assessment** of past achievements and future plans

Strengthening peer review: (i) introduction of **collegial evaluations**, fostering a more inclusive, multi-perspective assessment process and reducing biases, and (ii) increased duration and frequency of interactions between research units and evaluation panels.



Revision of the **Statute of the Scientific Research Career**

Broadening the Recognition

Of researchers' activities and contributions

Hong Kong Principles

Principle 4 – Acknowledge a ***broad*** range of research activities

Principle 5 – ***Recognise*** essential ***other tasks*** like peer review and mentoring

CoARA Core Commitments

Commitment 1 – Recognise the ***diversity of contributions*** to, ***and careers*** in, research in accordance with the needs and nature of the research.

ECIC | Revision

Definition and scope of research activities

English Français Versão áudio

Contactos



Parlamento

Deputados

Atividade parlamentar

Comissões

UE e Internacional



Atividades parlamentares

Orçamento do Estado e contas públicas

Diário da Assembleia da República

- Agenda
- Votações
- Iniciativas
- Diplomas aprovados
- Intervenções em Plenário
- Tipos de debate
- Apreciação de Decretos-Lei

- Interpelações ao Governo
- Inquéritos Parlamentares
- Perguntas ao Governo e Requerimentos
- Programas do Governo
- Moções
- Projetos de Voto
- Eleições e composição de órgãos

- Petições
- Cerimónias e atos oficiais
- Relatórios e estatísticas da atividade parlamentar
- Relatórios de fiscalização da atividade do Governo
- Relatórios sujeitos a apreciação parlamentar
- Ordens de trabalho e súmulas da Conferência de Líderes

Proposta de Lei 24/XVI/1

Aprova o Estatuto da Carreira de Investigação Científica e o Regime comum das carreiras próprias de investigação científica em regime de direito privado [\[formato DOCX\]](#) [\[formato PDF\]](#)

Anexos

A.I.G. [\[formato PDF\]](#)

Parecer ECIC - FENPROF - 18-06-2024 [\[formato PDF\]](#)

ECIC | Revision

Definition and scope of research activities

Article 4 | General Functions of Researchers

“Researchers are generally responsible for:

- a) Regularly carrying out research and development activities through the pursuit and creation of original knowledge and the dissemination of the results of these activities, as well as performing all other scientific and technical activities and services aligned with the mission of their host entities;
- b) Engaging in activities related to the application, transfer, and valorization of knowledge, as well as the promotion and communication of science;
- c) Taking on management roles within scientific research activities that require a high degree of qualification, responsibility, initiative, and autonomy, as well as expertise in their area of specialization, specifically:
 - i) Conducting tasks inherent to applications for national and international competitive funding;
 - ii) Performing management duties for research units;

ECIC | Revision

Definition and scope of research activities

- iii) Participating in the design and adaptation of specialized technical and scientific methods and processes within the scope of research and development programs and projects;
- d) Carrying out highly complex tasks associated with the maintenance of scientific and technological infrastructures;
- e) Supervising internships and undergraduate projects, master's dissertations, and doctoral theses within their areas of expertise;
- f) Conducting training activities in the field of research methodology and development;
- g) Fulfilling roles to which they have been elected or appointed, particularly in committees and working groups, and participating in the meetings of the collegiate bodies of their host entity."



Obrigado

Bruno Béo | *Advisor to the Board of Directors & Co-Chair of the CNP-CoARA*

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