Profile Evolution of Table of Priority Areas, Actions and Deliverables for HRS4R up to and including 2020

Green = Complete - Implementation On going   Yellow = New Action Complete Blue = Not Complete prior to Deadline Red = New Action in Preparation

Status	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	Ethical and Professional Aspects				
✅	1. UCC will actively contribute to the discussion on National protocols and facilitate implementation of National Protocols for Research Integrity (RI) /Responsible Conduct of Research (RCR)	2013 2015	National Protocol Committee including Professor Anita Maguire, Mr Michael Farrell and Professor Alan Kelly of UCC. Professor Anita Maguire Vice President for Research and Innovation	Launch of National Policy Statement on Ensuring Research Integrity in Ireland in **2014** Professor Anita Maguire, UCC Vice President for Research and Innovation is **Chair** of the Irish National Forum on Research Integrity. See link to website	Complete Implementation on-going Complete Implementation on-going
✅	2. Establishment of a Working Group on RI/RCR and Research Ethics which will include researchers at all levels of the research career path, staff representatives from all areas of the University.	2013 2015	In UCC, research ethics are the responsibility of the University Ethics Committee (UEC). The UEC is a committee of Academic Council and it reports annually both to Academic Council and to Governing Body. The chair of UEC is Dr. Mary Donnelly of the School of Law. Professor Ken O'Halloran Research Integrity Officer	It was decided that the establishment of another working group might not be as effective as inviting the Chair of the University Ethics Committee (UEC) to join the HRS4R working group. This happened in 2015. The Chairs of both the UEC and the HRS4R working group act as conduits to assist with the development and embedding of RI/RCR in the internal existing mechanisms of the University. The reach of both committees is wide and information will flow to the sub-committees of the University Ethics Committee, to the Research community and to the organization as a whole.	Complete Implementation on-going Complete Implementation on-going

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		Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
					Both the UEC and the HRS4R group include researchers at all levels of the research career path and staff representatives from all areas of the University. As part of its commitment the University has appointed (2015) Professor Ken O'Halloran in the recently established position of Research Integrity Officer in UCC.	
☑		3. The University Ethics Committee will develop mechanisms for embedding good research practice into the culture of all scholarship	2013	Office of the Vice President for Research and Innovation – Professor Anita Maguire Vice President for Research and Innovation. In UCC, research ethics are the responsibility of the University Ethics Committee (UEC). The chair of UEC is Dr. Mary Donnelly of the School of Law.	1. Pol icy Statement on Ensuring Research Integrity in Ireland **Policy published** in 2015. Professor Anita Maguire, UCC Vice President for Research and Innovation is **Chair** of the Irish National Forum on Research Integrity. See link to website 2. Code of Research Conduct University College Cork V2.3 October 2019. Previous earlier versions have been superseded by the current version	Complete Implementation on-going
☑		4. Promote policies and practices to better support gender diversity and equal	2013	Dr Caitriona Ni Laoire Dr Caitriona Ni Laoire	GENOVATE: Project ran from 2013 and is due to be	Complete Implementation

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Profile Evolution of Table of Priority Areas, Actions and Deliverables for HRS4R up to and including 2020

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		Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
		opportunities in research for men and women.	2013		completed in December 2016; the project successfully promoted a Gender Equality Action Plan for the university; for more information about actions and achievements, see: www.ucc.ie/en/iss21/genovate. Through the Glass Ceiling: This project ran from 2010 to 2012 and successfully ran career development and mentoring programmes for female academics and researchers. Aurora leadership development initiative for women	on-going Complete Implementation on-going
			2014	Human Resources		
☑		5. Establish a UCC Research Awards Programme to recognise extensive contributions made by UCC researchers across all fields.	2015	Research and Innovation Research Support services	See link to UCC popular Research awards process https://www.ucc.ie/en/research/about/awards/	Complete Implementation on-going
☑		6. Develop a series of workshops on RI/RCR	2015	Office of Vice President for Research and Innovation and Human Resources	Launch of blended learning RI/RCR training in 2016/2017. The RI/RCR Programme is designed to provide postgraduate students, new faculty and research staff (all levels) with a basic understanding of responsible research practices in their area of study	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
☑	7. Participate at national level in discussions on Research Integrity.	2015 2015	Office of the Vice President for Research and Innovation – Professor Anita Maguire Vice President for Research and Innovation. UCC Ethics committee	See Action 1. UCC is also represented on the Ethics Committee of the Royal Irish Academy by Dr Theresa Reidy a lecturer in the Department of Government at University College Cork. These undertakings and those of point 1 above have enabled UCC to participate at national level discussions on research integrity.	Complete Implementation on-going
☑	8. A further commitment was established to address gender inequalities and identify areas for positive action through the attainment of Athena Swan Bronze	2016	UCC Athena Swan Working Committee	Athena Swan Bronze Awarded to UCC **2016** Actions relating to researchers from the Athena Swan Action Plan will be included in this document when available. Our institutional application for a 2020 bronze award under the expanded charter will be available soon. https://www.ucc.ie/en/athenaswan/about/	Complete Implementation on-going
☑	9. Develop further RI/RCR Training using best practice from other Universities	2016	Office of VP Research and Innovation Dr Kenneth Burns School of Applied Social Studies.	Workshop on research integrity developed with University of Maryland – blueprint for continued workshops was launched in April 2016	Complete

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
☑	10. Audit the current terms of reference for the HR Excellence in Research working group with a	June 2018	Human Resources

HR Excellence in Research working group | New Terms of Reference and working group membership policy document have been approved by the Universities Senior Management Team see link to Terms of Reference | Complete Implementation on-going |
| ☑ | 11. Equality, diversity and inclusion are core values, critical to the University's mission as an educational institution. A new Equality, Diversity and Inclusion Unit to be established in UCC. | June 2018 | Office of the President

Office of the Registrar | The Equality, Diversity and Inclusion Unit has been established to lead on the development and delivery of the EDI strategy across UCC, working with the University senior leadership team and wider partners in support of the University Strategic Plan. | Complete Implementation on-going |
☑	12. To better equip our researchers re: RI/RCR, compulsory training workshops will be introduced in 2017 -18 pending approval from Governing Body. This initiative will also be rolled out to all academic staff shortly.	Dec 2018	Office of VP Research and Innovation	Digital badge in Research Integrity, Online Training in Research Integrity and Short Seminars and Talks have launched. Further information can be found at https://www.ucc.ie/en/research/support/integrity/digitalbadge/	Complete Implementation ongoing
☑	13. To reflect our ambition within HR Excellence in Research UCC commits to work closely with the EC on all aspects of policy development and operational excellence (as required) with regards to the Charter and Code, HRS4R and HR Excellence in Research	2018 to 2023	HR Research, Office of VP Research and Innovation, Research Support Services, President of UCC.	UCC staff member is a Lead Assessor for the EC, leads site reviews of European Universities and is a member of the Lead Assessor working group for the European Commission. Travels to many European Counties to give invited talks on HRS4R	Complete Implementation on going.
☑	14. Following consultation UCC recognises that it needs to combine all information relating to	2019	Research and Innovation	See link to all information on new website	Complete Implementation

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	entrepreneurship for all students inclusive of PhD students and all staff inclusive of Research Staff on one website.		Gateway UCC Blackstone launch Pad The Entrepreneur Ship Health Innovation Hub Technology Transfer Unit Tyndall national Institute	https://www.ucc.ie/en/entrepreneurship/	on going.
☑	15.To further embed Research Integrity within the Research Community employment contracts for all research staff will include a paragraph on Research Integrity.	2020	Office of the VP Research and Innovation HR Central Services – Contracts of Employment	The following paragraph is now included in all Research Contracts of employment: "It is a condition of your contract that you actively and full engage in the University Research Integrity Training process. Notification will be given of this training and attendance is mandatory."	Complete Implementation on going
☑	16. UCC wishes to enable and support other European Universities within the HR Excellence in Research family through outreach activities.	2020 - 2023	HR Research, Office of VP Research and Innovation, Research Support Services, President of UCC.	Continue UCC's commitment with regards to HR Excellence in European Universities, Euraxess and the European Commission. Some of this is complete through training and other contributions: Please see here and here however, UCC believes there is still more to do. See actions below.	Complete Implementation on-going
☑	17. To further state our commitment and ambition in this area UCC wishes to "give back" by sharing our experience with Universities throughout Europe.	2020 - 2023	HR Research, Office of VP Research and Innovation, Research Support Services, President of UCC.	UCC had hoped to run a free **three day programme** on HR Excellence in Research in April 2020 (dates were April **28 - 30th 2020**). It is hoped that this will	Complete Implementation on going.

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				continue beyond 2020. See link ***Due to COVID 19 this session was successfully transferred online see here for details*** https://euraxess.ec.europa.eu/euraxess/events/hrs4r-online-workshop-institutions	
	18. Following a review of UCC's grant award successes and further discussion at high levels within the University it was agreed that an initiative be implemented surrounding good practice in research specifically for UCC to further enable success at EC (Horizon Europe) level.	March 2022	Professor Sean McCarthy Adjunct Professor UCC and Hyperion Ltd Office of the Vice President for Research and Innovation UCC Research Support Services Team	Professor McCarthy became an Adjunct Professor UCC in 2019. Prof McCarthy provides assistance and guidance to UCC's Schools, Colleges and research staff in: How to systematically prepare a European Research Strategy through building collaborations and exploring new funding opportunities. This initiative is for all four Colleges in UCC. Prof McCarthy will provide workshops throughout UCC in the coming years.	In Preparation
	19. UCC recognises the importance of the EURAXESS Ireland - Research Career website. To this end and in line with our desire to "give back" UCC has made available many of its internal career supports for research staff and PhD students to Euraxxes. Currently the site is under development however will be up and running by Jan 2021	October 2021	Euraxess Ireland HR Research Careers UCC	Link to UCC's contribution to Euraxess Ireland Research career website will at this link https://www.euraxess.ie/ireland/news/official-launch-euraxess-ireland-researcher-career-development-tools-supports	In Preparation

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		Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
		20. Following the results of the 2020 Researcher survey it has been agreed to further embed HR Excellence in Research in the Policy and Culture of UCC. Suggestion for revision of Goal Four in UCC's Strategic Plan: Proposed Action: Through UCC's HR Excellence in Research Award, provide a robust framework of support for researcher career development initiatives, lead on policy development and implementation, and instil a culture of inclusion of researchers and their value to all of the university's functions. Implement and update UCC's HR Excellence in Research action plan. Renew and maintain UCC's HR Excellence in Research Award status.	October 2024	HR Excellence in Research Working Group members	Even though HR Excellence is embedded in UCC's current strategic plan we hope that this revision to UCC's strategic plan will be accepted by UCC's Governing Body when the time comes in 2024. Indicator: Revision of UCC Strategic Plan with link to revision on UCC's strategic Plan.	In Preparation
		Recruitment				
☑		1. Publicise and communicate the University Employment and Career Management Structure for Researchers effectively	2013	Office of the Vice President for Research and Innovation Human Resources	It has been publicized widely to all staff through e-mails, circulars, workshops and presentations and is covered at **Research Induction** (with hand-outs) for all new research staff. Policy link Professor Anita Maguire VP Research and innovation and Mr Barry O'Brien Director of Human Resources inform the	Complete Implementation on-going Complete Implementation

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				management committees of the 4 Colleges of UCC on the framework on a regular basis. ***The UCC Employment and Career Management Structure was introduced 2012 as a result of UCC commitment to HRS4R***	on-going
☑	2. Provide formal structures for mentoring researchers in writing grants and securing funding.	2013	Office of Vice President for Research and Innovation	UCC Research Support Services delivers a suite of mentoring programmes designed to support, and enhance the competitiveness of, UCC researchers in accessing national and international research funding opportunities and achieving their research ambitions. Tailored programmes are also available that are targeted at specific funding sources (for example, Horizon 2020) or for specific cohorts of researchers (for example, researchers that have no experience of securing external funding, or those with limited experience in national programmes etc.). More details are available at: https://www.ucc.ie/en/research/support/ In UCC mentoring of researchers also takes place at group, department or school level by the PI or academic/faculty researchers. https://www.ucc.ie/en/hr/research/devh	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
			Human Resources	ub/pdp/ Mentoring also occurs organically as it is closely linked to research funding calls such as Science Foundation Ireland's Starting Investigator Research Grant and it's Career Development Award and H2020 Marie Curie Fellowships. Faculty PI's agree to mentor the recipients of these awards. Human Resources provides a mentoring scheme for All Staff which is open to research staff	
☑	3. Review the University policy on recruitment and employment of researchers.	2013	Human Resources	Prior to 2011 University policy surrounding the recruitment of researchers was ad hoc at best. A review was completed in line with the EC HRS4R gap analysis and the Implementation of the UCC Employment and Career Management structure is as a result of this work.	Complete Implementation on-going
☑	4. Review and update the recruitment process and procedures including updating recruitment guidelines and supporting documentation	2013	Human Resources	The UCC Employment and Career Management Structure outlines the UCC recruitment process covering pre – advertising, advertising, short-listing, interview, offer of employment contracts of employment and related documents and record keeping.	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
☑	5. Review advertisements to ensure that requirements are in line with the recruitment policy, the requirements of the role, and the researcher salary policy	2013	HR Research Committee	As a result of the introduction of the new structure all Research posts are advertised on the UCC HR website. All adverts are reviewed before they are advertised to ensure compliance with UCC Researcher recruitment policy, requirements of the post and researcher salary guidelines. For further details of UCC's progress please see appendix C. ***See updated action 12 on e-recruitment which occurred in Aug 2019.***	Complete Implementation on-going
☑	6. Provide up-to-date and relevant information and resources to researchers which support mobility.	2014	Human Resources	Based at the Irish Universities Association (IUA), EURAXESS Ireland has been providing free advice and guidance to researchers moving to or from Ireland to develop their research career since 2004. This information is freely available to all research staff in UCC and a link can be found at HR Research EURAXESS Also, the HR Research website has been updated to include links to other sites of researcher interest. Also of interest is Portability of Research Grants. **https://scienceeurope.org/about-us/**	Complete Implementation on-going
☑	7. Provide training to staff acting on selection committees	2014	Human Resources	Mandatory Chair/Selection Committee Training for all posts started in May	Complete Implementation

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				2014 for all staff including research staff nominated as Chair of a Selection Committee or a Member of a Selection Committee.	on-going
☑	8. Information session on the organisation of Research within UCC to be provided for all staff.	2015	Office of the Vice President for Research and Innovation Human Resources Office of Corporate and legal Affairs Research Finance Technology Transfer Office	Who What Where When launched in 2015. "Nuts and bolts" talks given to explain admin/research processes and procedures, what forms to use and when, and most importantly, how offices all fit together during the pre and post grant proposal and approval process. Workshops given from 2015 and 2019 and will continue onwards.	Complete Implementation on-going
☑	9. Introduction of regular briefing sessions on employment legislation in public sector with particular reference to research posts.	2016	HR Research Manager with HR College Business Partner	To ensure that all staff are aware of the Employment and Career Management Structure and current employment legislation regular scheduled briefing sessions with UCC departments/schools and research units are facilitated by Human Resources.	Complete Implementation on-going
☑	10. Further review on University policy on recruitment of research staff in line with EC guidelines on OTM-R	2016 - 2017	HRS4R Working Group HR Research Committee	New Appointment procedures introduced for Senior Research Staff. This is part of **UCC's commitment to OTM-R**	Complete implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
✅	11. It is recommended that in line with EC recommendations a UCC OTM-R Policy should be introduced.	2016 - 2017	HRS4R Working Group HR Research Committee	Introduction of the New OTM-R policy. See Link to UCC OTM-R Policy	Complete Implementation on-going
✅	12. To provide an overall e-recruitment for UCC which will enable quality control, statistical analysis, efficiency and a larger pool of potential applicants (including research staff) thus facilitating the selection process. This is part of UCC's commitment to OTM-R	June 2018 Delayed to August 2019	Human Resources IT Finance	An e- recruitment system for all research applicants has been rolled out in August 2019. See link above to UCC Vacancy Pages. Implementation was delayed due to internal data issues within the UCC HRIS System	Complete Implementation on-going
✅	13. Following feedback from the 2016 Researcher Survey and the UCC Research Staff Association the word "trainee" was removed from all employment contracts and policy as it pertains to Post-Doctoral Researchers in UCC.	December 2019	UCC Research Staff Association Human Resources	See link to the updated policy on Employment and Career Management Structure where the word "trainee" has been removed.	Complete
✅	14. Feedback from UCC's Award renewal "the OTM-R policy is more about process's stages and responsibilities, but still is missing the time frames for feedback and etc.." Concise information to be included in the OTMR Policy.	Feb 2020	Human Resources,	The following link has been included in UCC's OTM-R policy from UCC's recruitment website which includes information on feedback email to candidates for Senior Research roles on request. Our OTM-R policy should be viewed **within the context** of UCC's existing	Complete

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				policies and regulations, best practice and Irish national legislation regarding recruitment in the Irish Public Sector https://www.ucc.ie/en/hr/policies/recruitment/ https://www.ucc.ie/en/hr/recruitment/hiring/ Of particular interest in the link above is the email to unsuccessful candidates seen at the above site and the time frames with regards to interviews and results of interviews.	
	Working Conditions & Social Security				
	1. The development of an agreement between the employers and funding bodies to support the career development of researchers would be advantageous.	2013	Irish University Association Researcher Careers/Remuneration Group of which Mary O'Regan HR Research Manager is a member	In an effort to promote consultation amongst the Irish Higher Education Institutes a working group (Researcher Careers/Remuneration Group) first met on December 12ᵗʰ 2014 to discuss researcher career development, role descriptions and salary scales. UCC is represented on this working group which is a first step in this process.	**Partially complete** still waiting for Irish Government approval

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	Title Action	**Timing**	**Responsible Unit**	**Indicator/Target**	**Current Status**
				Proposal document sent to the Higher Education Research Group. One of the major Irish Funding agencies SFI has adopted proactive Maternity Leave Policy which became effective November 2014.	
	2. The UCC research salary administration policy will be reviewed to ensure it is fair and equitable and updated as appropriate and in line with recommendations nationally.	2013	Human Resources Office of The Vice President For Research And Innovation	This is an on-going process which happens in conjunction with the Irish Government Employment Control Framework and Public Sector Agreements	Not complete and waiting Irish Government action
	3. There is currently no mechanism for awarding annual increments for research support staff. The salary administration policy will be reviewed and modified as appropriate for research support roles, in line with internal and external developments.	2013	Human Resources Irish University Association Researcher Careers/Remuneration Group of which Mary O'Regan HR Research Manager is a member	This is an on-going process which happens in conjunction with the Irish Employment Control Framework and applies to UCC staff on a "personal rate" who has not received an increment since 2009. The Research Support Officer role is currently under review along with other research posts by the Irish University Association Researcher Careers/Remuneration working group.	Not complete and waiting Irish Government Action
☑	4. Further communication is needed to publicise the role of Staff Ombudsman to research staff	2013	Human Resources	Communication on the role of the Staff Ombudsman is being communicated to all research staff at induction. ***There are approximately 12 new starter***	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				inductions per year.	
☑	5. Inform and advise research staff and PIs of research employment policies and procedures	2013	Human Resources	To ensure that all staff are aware of the Employment and Career Management Structure regular briefing sessions with the UCC community on the Career Framework are facilitated by Human Resources. It is also covered in the researcher induction. *The UCC Research Staff Association have requested that it be noted that in their opinion Post Doc and Senior Post Doc roles are not periods of training.*	Complete Implementation on-going
	6. Establish a working group to define the process for recording and monitoring probation for research staff. This **action has evolved** to take account of current circumstances within the Irish Higher Education System. Researcher probation will now be managed at local level with training provided to assist PI's and Senior Research Managers with best practice probation for research staff.	2013 Revised date is October 2021	Human Resources, Employee Relations and Office of Corporate and Legal Affairs, HR Excellence in Research Working Group	The matter of a Probation process for staff has been addressed in the Universities principal statute. See Principal Statute A probation management training programme is currently being developed for Principal Investigators and Senior Research Managers to assist them in recording and monitoring probation for research staff.	In Preparation
☑	7. Review and modify the University PDRS and ensure researchers undertake a review with	2013	Human Resources and Principal Investigator's	Human Resources in UCC worked to develop training to support PI's and	Complete Implementation

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	their Principal Investigator			supervisors in the skills for performance review. Following a pilot study and feedback from participants and PI's and researchers it was agreed that the existing policy for all staff works just as well for research staff.	on-going
☑	8. Review and modify the researcher policy framework, as appropriate within the context of internal and external developments.	2013	Human Resources	The UCC Employment and Career Management Structure was implemented in 2012 and goes a long way to managing research careers in the context of both internal and external developments. The policy can be amended in line with current legislation.	Complete Implementation on-going
☑	9. Promote consultation through the Irish Universities Association (IUA), between HEI's and funding agencies to support researcher careers.	2013	Human Resources	Participated in the IUA feasibility study as part of an EC funded project relating to EURAXESS Services. The aim of the study is to assess how relevant it would be to incorporate Information on Skills Provision for researchers on to the EURAXESS National Portals.	Complete Implementation on-going
☑	10. An opportunity to explore the development of a *Postgraduate Certificate in*	2014	Human Resources	The original concept of a Postgraduate Certificate in Research Management has	Complete Implementation

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	Research Management			been delivered in the guise of the **ILM endorsed [Professional Skills for Research Leaders Programme](#)** in 2014 which was introduced to Senior Post Docs and Research Fellows to enhance their Research management skills at this critical time in their careers. 40 participants have completed and gained certification. 20 in 2015 and 20 in 2016. The programme continues in 2017.Following on from this the Wellcome Trust along with the Bill and Melinda Gates Foundation, Medical Research Council, Institut Pasteur and BBSRC Wellcome **have asked UCC to PILOT** a programme based on the success of UCC's PSRL programme.	on-going
☑	11. Promote participation of researchers on College and School committees to ensure researchers have an opportunity for involvement in relevant decision-making bodies.	2014	Office of The Vice President for Research and Innovation	UCC Academic Council (10-10-14) endorsed the nomination of two representatives of the research community. Research representatives meet with members of the university's senior management team including the VP Research and Innovation and the Director of HR three times per year. Research staff are included in the	Complete Implementation on-going See Action 15 and Action 26 for follow on actions

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				Academic Council's Staff Development and Enhancement Committee. We encourage and support the incorporation of researchers in key committees across the University, at Unit, School and College level.	
☑	12. Address availability of facilities for researchers through the Colleges.	2014	Office of The Vice President for Research and Innovation	This is addressed on an on-going basis through operational procedures that occur at School and College level. Each research proposal is signed by the head of College. By doing this the head of College guarantees the availability of facilities for the researchers on the grant. If there is an issue surrounding availability of resources then the researcher has a method of recourse through the Head of School, Head of College or the VP Research and Innovation Office. UCC has many research centres within the areas of Biological and Medical Science, Earth Atmospheric and Ocean Sciences, Physical Sciences, Engineering and ICT, Arts Humanities and Social Sciences and Business and Law. Please see Office of the Vice President and Innovation web	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				site for more information on the research facilities throughout the University http://www.ucc.ie/en/research/institutes/ The Boole Library in UCC offers a wide range of services to staff and students of UCC with access to online publications and papers. It also hosts extensive collections amongst its archived materials. http://booleweb.ucc.ie	
☑	13. Conduct briefing sessions and communications to support PIs fulfilling their responsibilities as line managers and supervisors of research staff	2014	Human Resources Office of The Vice President for Research and Innovation	Following on from the work carried out by Professor Anita Maguire and other members of UCC staff in the launching and implementation of the UCC Employment and Career Management Structure for Research Staff and to ensure that all staff are aware of the Employment and Career Management Structure and current employment legislation regular scheduled briefing sessions with UCC departments/schools and research units are facilitated by Human Resources. ***The 2016 and 2020 Researcher Staff surveys had many questions on Career Development which will inform our continued progress in this area.***	Complete Implementation on-going
		2016	Human Resources		

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		Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
☑		14. Inform PI's and Researchers of importance of Professional Development Plans	2016	Human Resources	The Post Doc Development Hub has extensive material on Professional Development Plans, Training Needs Analysis and the necessity to develop transferrable skills. This information is also relayed to research staff at induction. From 2016 all new Heads of Unit are informed of the importance of PDP's for research staff at New head induction.	Complete Implementation on-going
☑		15. Currently UCC has a range of policies and supports that are available to both female and male staff transitioning to parenthood. As a result of actions from the Athena Swan application there was a need to collate and revise these policies, introduce new supports and have a concise and co-ordinated approach to managing maternity leave transitions in the optimum way for the individual, the line manager and the university. A family friendly group of polices are required.	2016	Human Resources	New Policies approved by University Management Team on 11/04/2016 See link to policies here.	Complete Implementation on-going
☑		16. Following discussion with research staff more information was requested about the role of Staff Ombudsman. It was felt that the message was not getting to researchers who have been employed for some time in UCC.	2017	Human Resources	A link to the Staff Ombudsman page on the HR Research Website has been created. Regular e-mails about the purpose of the Ombudsman's role and contact details are now circulated to All Research Staff and information on the Ombudsman's role is included in	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				researcher induction.	
☑	17. Identify further actions to continuously improve working conditions for UCC research staff and inform UCC HRS4R Action plan for 2017-2019	December 2018	HRS4R Working Group which includes representatives of the Research Staff Association HR Research Committee	See Areas identified for improvement. Actions have been developed from the gaps identified in the survey measured against current practice and policy in UCC. See link to survey report.	Complete
☑	18. Review feedback from past research employees to better enhance the terms and conditions of employment for current research staff. Actions to be identified connected to the results of the survey.	December 2018	HRS4R Working Group HR Research Committee	See Areas identified for improvement. Actions have been developed from the gaps identified in the survey measured against current practice and policy in UCC See link to survey report.	Complete
☑	19. Further embed the principles of Charter and Code, HR Excellence in Research in the policies and strategic plan of the university	June 2019	Human Resources Office of The Vice President for Research And Innovation	The new University strategic plan has launched. HR Research Manager submitted HRS4R information to the Committee established to oversee the new strategy. It has been included. pages 10, 32,33, 34, 38, 42. **Embedding is a continuous process.**	Complete Implementation on-going
☑	20. Introduce e-Performance for all staff. E-performance management is the planning, implementation, and application of information technology in managing the PRS in UCC.	July 2019	Human Resources	A new e-Performance site is available to all staff. See link to policy and system	Complete Implementation on-going
☑	21. As a result of the Researcher Survey 2016	2019	Staff Wellbeing and Development	Coaching Panel has been compiled to	Complete and

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	results and an all staff survey, and, to emphasise UCC's commitment to developing, supporting and retaining research staff of the highest quality an internal coaching panel has been complied for **all staff inclusive of research staff.**			provide focused and one powerful development approaches.

https://www.ucc.ie/en/hr/wellbeingdevelopment/training/coaching/ | ongoing |
| ☑ | 22. New Researcher Survey to Launch to aid action planning for 2020 to 2023 | March 2020 | Human Resources | Survey Report and questions asked can be found here | Complete |
| ☑ | 23. Due to the nature of research careers and the fact that many of UCC's research staff are from abroad COVID-19 has led to the isolation/cocooning of some research staff during periods of lockdown. | April 2020 | Staff Wellbeing and Development | To alleviate this the availability of UCC's Employee Assistance Programme has been communicated to all research staff. The Employee Assistance Programme has been in existence for all staff for many years but during this time it was felt to highlight the service to research staff. | Complete and ongoing |
| ☑ | 24. Following results of the Researcher 2016 survey and to further promote Researcher Representation and inclusion at University level it was agreed that commitment from the top of the organisation is required to stimulate discussion and action on researcher inclusion. | Dec 2020 | OVPRI

Human Resources

Committee on Staff Enhancement and Development, SEFs Research Committee, President UCC | Just recently UCC's President sent a statement to all of UCC's staff in this regard. Here is a link to the statement

 Even though Research staff are included in the Academic Council's Staff Development and Enhancement Committee and Academic Council itself | Complete

Implementation ongoing |

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				UCC believe that there is more to do here to embed these principles in the UCC committee structure. This is another step in this continuous process.	
	25. Following on from the results of the UCC Researcher Survey 2020 it has been decided that a mentoring system for new Research Staff should be introduced. This will complement all activity surrounding probation of Research Staff.	July 2021	HR Excellence in Research Working Group	New Mentoring Process for all new research staff included in the hiring process and on contract of employment to launch by July 2021.	In Preparation
	26. The 2020 Researcher Survey revealed that a relative amount of research staff are not knowledgeable about the benefits of HR Excellence in Research Award to UCC. Another comprehensive communications plan will be developed to address this.	March 2022	HR Excellence in Research Working Group	A communications plan highlighting the benefits of HR Excellence in Research to UCC leading to an improvement in responses to the 2023 Researcher survey question on this issue.	In preparation
	27. Following consultation with senior staff, HR and OCLA and to enable a simplified process for researchers to visit UCC it was agreed that a Visiting Researcher Agreement be introduced.	October 2022	Office of Corporate and Legal Affairs	The agreement itself and guidance on implementation. A roll out to inform all research staff, PI's and interested parties of this process will also be developed.	In Preparation

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	28.UCC's Senior Management team has agreed that there is a need for the university to change and adopt and live our values, instilling them into our behaviours and embedding them in our culture. (Integrity, commitment, honesty, respect, inclusion and fairness). A set of behaviours to underpin these values has been adopted by UMT. These are being shared to begin the cascade through the university and will be underpinned by a plan on people and culture in new pivot.	Jan 2023	President of UCC and Senior Management Team	Publication of People and Culture plan in UCC 2022 with link.	
	29. Review feedback from past research employees to better enhance the terms and conditions of employment for current research staff. Actions to be identified connected to the results of the 2020 survey.	August 2023	HR Excellence in Research Working Group	Identify areas for improvement. Actions to be developed from the gaps identified in the survey measured against current practice and policy in UCC See link to survey report.	In preparation
	30. Development of an Irish National Researcher Career Framework working within the remit of the Irish University Association (a body that represents all Irish Universities). ***This action is linked to actions 1 and 2 under this section from 2013.***	Sept 2021	Irish University Association Researcher Careers/Remuneration Group Human Resources UCC	UCC participates in an IUA Researcher Careers/Remuneration Group as mentioned earlier. Even though a body of work is now complete the IUA is still awaiting final approval of the Irish National Researcher Career Framework from the Irish Government. The target indicator is the government approved Irish National Researcher Career Framework and a nationwide roll	In Preparation

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				out to all Universities and Researchers. Link to IUA Researcher Career Framework is available here: https://www.iua.ie/for-researchers/researcher-career-framework/ Even though most of work is now complete the IUA will publicize and disseminate widely to all Universities and researchers in Ireland during 2021.	
	Training and Career Development				
☑	1. The University will hold a Researcher Conference, to support career development for researchers	2013	Human Resources	• Researcher Careers April 2013 • Endurance in Research April 2015 • Chance favours the prepared mind April 2016 • The Mobile Researcher May 26th 2017 • The Politics of Research 2018 • Postcards from the Cutting Edge 2019 • Courage in the Research Arena 2020 (**Cancelled due to COVID-19**) See link to conference programmes and speakers https://www.ucc.ie/en/hr/research/researchertraining/otherevents/	Complete Implementation on-going

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	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
☑	2. Further development of policy for Research Assistants, Research Fellows, SRF's and Research Professor	2013	Human Resources	See UCC Employment and Career Management Structure Appointment procedures for Research Professor approved by Governing Body 2013	Complete Implementation on-going
	3. The Staff Enhancement and Development Committee will establish a working group to identify institutional requirements and develop policy for researchers who wish to develop skills in teaching and learning.	Original completion date of 2014 **delayed.** New date June 2021	Academic Staff Enhancement and Development Committee Academic Council	**Guidelines approved by Academic Council on 26/06/2020** Yet to be communicated to all research staff. Communication is now at planning phase – delayed due to COVID-19.	In Preparation
☑	4. Offer individual consultations to Postdoctoral researchers during the course of their employment. This will be an in-depth meeting to discuss CV preparation, career development, explore career options and interview preparation.	2014	Human Resources Office of Student Development and Employability	This happens on an on-going basis within the Careers Office. Researchers can avail of these consultations upon request. HR also provides one-to-one CV and interview support to research staff on request and CV preparation courses are provided regularly through the Post Doc hub.	Complete Implementation on-going Complete Implementation on-going
☑	5. Review and modify the University Performance Development Review System and implement the process as mandatory for all staff.	2014	Human Resources	UCC uses the existing PDRS scheme and applies it to researchers. Information on the PDRS scheme is available on the UCC website.	Complete Implementation on-going
☑	6. Provide briefing sessions and workshops on	2014	Human Resources, Office of the Vice	Workshops on Career Planning are run	Complete

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	Title Action	**Timing**	**Responsible Unit**	**Indicator/Target**	**Current Status**
	career planning to Postdoctoral researchers and to PIs to enable the role of the supervisor in developing training skills among researchers		President for Research and Innovation and the Office of Student Development and Employability	annually through the Careers Service and the Post Doc Development Hub.	Implementation on-going
☑	7. Enhance the training provided to Post Docs and Research Fellows to develop transferrable skills training, leadership and people management skills	2015	Human Resources, Office of the Vice President for Research and Innovation and the Office of Student Development and Employability	***Professional Skills for Research Leaders*** is an online programme designed to help individual researchers enhance their approach to **leadership**, **management** and **engagement**.	Complete Implementation on-going
☑	8. The UCC Department of Human Resources and Careers Service websites will be modified and include a section on "Resources for Research Staff"	2015	Human Resources and Office of the Vice President for Research and Innovation And the Office of Student Development and Employability	Please see link to newly developed HR Research website which includes information and links to information on all resources available to research staff. http://www.ucc.ie/en/hrresearch/	Complete and On-Going
☑	9. Support and integrate career development planning for Postdoctoral researchers emphasising diversity of career paths	2016	Human Resources Office of the Vice President for Research and Innovation Careers Office	Launch of the Post Doc development Hub The Hub comprises a range of supports including, workshops, on-line learning, personal and professional development plans and bespoke training programmes. It brings together the training and support available for all aspects of a postdocs' career, enabling our post docs to develop transferable skills.	Complete Implementation on-going

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☑	10. To further inform research staff of UCC IGNITE initiative	2016	IGNITE Team	IGNITE facilitates workshop in the Post Doc Development Hub every year	Complete Implementation on-going
☑	11. Provide an on-line suite of University leadership and management development activities for Senior Research Staff and those who have completed the Professional Skills for Research Leaders	2016	Human Resources	The University Leadership and Management Course for Senior Research Staff is now available	Complete Implementation on-going
☑	12. Enhance the employability of UCC's researchers across different sectors	2016	Human Resources, Office of The Vice President For Research And Innovation, Office of Student Development and Employability and other Research Support Services in UCC	Working within the remit of the **Science Foundation Ireland Industry Fellowship Programme** the aim of **Researchers towards Industry** is to facilitate our highly talented researchers with directional movement from academia to industry. This has evolved and grown into the Odyssey Programme UCC	Complete Implementation on-going
☑	13. Enhance all training provided to Post Docs and Senior Post Docs in UCC	2016 **2020**	Human Resources Office of the Vice President for Research and Innovation and the Office of Student Development and Employability	***Post Doc Development Hub** launched in Jan 2016* There are dedicated workshops are provided for career planning and developing skills among researchers. **Of note** since the onset of COVID-19 these programmes are now held online. Many of these programmes are recorded for those who cannot attend online.	Complete Implementation on-going

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				All other training programmes for all UCC staff are available to research staff. See link here	
✓	14. Results of the two main researcher surveys were available mid-2017. These results informed our training and development opportunities for researchers.	2017 to July 2019	Human Resources, OVPRI, HR Excellence in Research Working Group	See many new and planned actions (Jan 2018 to 2023) as a result of the survey within this action plan based on gaps identified and listed here under areas for improvement (as an example) Part of the challenge from the results of the survey was to implement new and innovative training and development programmes for research staff that would include coaching and career development aspects. This has been developed in the guise of UCC's Odyssey Programme. Launched to enable UCC's Researchers and PhD's to transition smoothly to roles beyond academia.	Complete Implementation on-going
✓	15. To equip our researchers with further training a new UCC Research Skills Training Programme, will launch in 2017.	2017	OVPRI, Human Resources College of Business and Law College of Arts, Social Science and Celtic Studies and Boole Library	Launch of Research Skills Training Programme including workshops on Finding Funding, Impact, Dissemination, Project management and many more. See website for more details.	Complete implementation on-going
	16. Roll out training in research function for all interested administrative staff in the University.	June 2018	Human Resources, Office of the Vice President for Research and Innovation and the Research Finance	**This action will not progress.** Following feedback from focus groups it is felt that there is currently a comprehensive	Not Actioned

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			Office, Technology Transfer Office	spectrum of training for all staff in UCC. https://www.ucc.ie/en/research/support/trainingforresearchers/ and that the newly introduced Digital Badge in Research Skills training can easily accommodate administrative staff who wish to avail of training.	
☑	17. Establish synergies with external bodies to enable our Researchers to avail of best practice in transferrable skills training.	Dec 2018	Office of the Vice President for Research and Innovation Human Resources Wellcome Trust UK	The Wellcome Trust developed The International Funders' Award in the Management Skills for Researchers (IFA), Wellcome have partnered in this Award with the Bill and Melinda Gates Foundation, Medical Research Council, Institut Pasteur and BBSRC Wellcome **asked UCC to PILOT** the programme based on the success of UCC's PSRL programme.	Complete Implementation on-going
☑	18. The researcher survey 2016 identified career planning requirements of Post-Doctoral Researchers should be highlighted to PI's and more training is required with regards to assisting with the career planning of Post Docs.	Jan 2019	HRS4R Working Group HR Research Committee HR	Introduction of UCC Odyssey Programme in UCC plus many workshops on importance of training and development for Research Staff delivered to PI's. Also included in all new Unit/School/Department leader's induction.	Complete Implementation on-going
☑	19. Following feedback from UCC's award renewal it has been agreed to include more career development programmes for PhD	2019 -2023	UCC Careers Office UCC Graduate Studies	Roll out further career development initiatives for UCC PhD Students. Some have been completed e.g. Odyssey	Complete Implementation on-going

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	students within HR Excellence in Research even though they are not employees of the University.			Programme but career fairs, PG Modules have been developed and prepared coupled with launch of UCC's Graduate attributes programme.	
☑	20. In line with best practice identify an electronic/web-based system to facilitate and support the career development planning process.	Dec 2020	Human Resources	e-PDRS system is available to all staff inclusive of Research Staff https://www.ucc.ie/en/hr/policies/performance/pdrs/	Complete Implementation on-going
☑	21. Following the results of the 2016 Researcher Survey and a follow-on Research Assistant survey Research Assistants highlighted that they required a bespoke training and development programme.	2020 - 2023	HRB Clinical Research Facility Cork, Research Finance, Tyndall National Institute, Food & Nutritional Science	Pilot Programme launched February 2020 as the Digital Badge in Research Assistant training Feedback from the pilot will inform further training and may include the RSO cohort.	Complete Implementation on-going
	22. Following a gender review UCC acknowledges that most senior post doc roles are held by males. UCC wishes to address this imbalance and encourage and enable women to transition to Senior Post Doctoral/Mid-Career roles	April 2021	Office of VP Research and Innovation and Human Resources Athena Swan Working Group	Run Professional Skills for Research Leaders for **female post docs** only with an emphasis on raising the proportion of female senior post docs. Maximum capacity is 30 Female post docs. See UCC's work on Gender Equality through Athena Swan	In preparation
	23. Following feedback from UCC's award renewal Jan 2018 regarding inclusion of PhD's within the HRS4R process the development of a new PhD Pilot Careers Development	December 2021	Aoife Dunne MaREI UCC Doctoral Training Co-Ordinator Liam Fitzgerald MaREI Marine	Pilot launched for new career development programme now running in conjunction with the PhD academic programme in MaREI Research Centre	In Preparation

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	Programme for MaREI SFI Research Centre (under UK-Ireland joint initiative to invest €38.6m in training PhD students - Centres for Doctoral Training) has been introduced		Incubation Manager	UCC See link https://www.marei.ie/research/phd-programme/researcher-career-development/	
	24. Results of the 2020 Researcher survey indicated that many researchers either do not know about Researcher CV Clinics or the advice provided should be enhanced to meet current needs.	July 2022	HR Research Manager Office of VP Research and Innovation Staff Wellbeing and Development	Highlight CV clinics to all research staff through a communications campaign via twitter, email and social media. Address CV needs of researchers versus information and assistance currently provided through a **quick short survey**. New improved CV Clinics for research staff based on feedback from the cohort.	In Preparation
	25. As a result of HRS4R focus group meetings it was agreed that "Planning ahead meetings for PI's" focussing on supports for line management of research staff would be a welcome offering.	March 2023	Office of VP Research and Innovation Human Resources	Formal forums for discussions with relevant data and information so that PI's are supported in planning ahead for their research group.	In Preparation
	26. As a result of requests from researcher focus groups within HRS4R it has been agreed to **explore** the development of a bespoke programme regarding the preparation of research staff in applying for academic roles.	Sept 2023	Training and Development HR Research HR Strategy and Organisation Development	Development of a bespoke programme regarding preparation of research staff in applying for academic roles.	In Preparation

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