

**This document reflects the University of Limerick's Institutional HR Strategy and Action Plan based on analysis of the University of Limerick's practices against the European Charter for Researchers and the Code of Conduct of Recruitment of Researchers.**

| <b>Action Item Number</b>                 | <b>Action Item</b>  | <b>Gap Anylysis Source (Principal Number and Action Reference)</b> | <b>Dependancy</b> | <b>Status</b> | <b>Owner</b>   | Year 1    |           |           |           | Year 2    |           |           |           | Year 3    |           |           |           | Year 4    |           |           |           | Year 5    |           |           |           |
|---|---|--|-------------------|---------------|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Ethical &amp; Professional Aspects</b> |   |  |                   |               |  | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>Q1</b> | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> |
| 1.0                                       | Update the researcher induction processes, both centralised induction and that given by supervisors/managers, to incorporate information on UL's research-relevant policies and practices. Introduce induction checklists to ensure all relevant topics are covered.          | 1(a), 2(e), 7(a), 8(a)   |                   | Open          | HR Officer Research / HR Officer Training, Learning & Development & Director Research Support Services | *         |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |
| 1.1                                       | Update researcher information resources, such as internal websites, guidelines and training programmes, to ensure UL's research-relevant policies and practices are clearly documented in a visible manner. Provide search facility to allow easy access to such information. | 1(b), 2(b), 3(b), 4(a), 4(b), 5(a), 6(a), 6(b), 8(b), 11©          |                   | Open          | HR Officer Research / Director Research Support Service / Systems Administrator Research               |           | *         |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |
| 1.2                                       | Update UL policies and practices as appropriate, based on the outcomes of national initiatives, e.g. the IUA national code of conduct for research ethics and integrity, the national IP framework.   | 2(a), 3(a)   |                   | Open          | Director Technology Transfer Office/ Director Research Support Services / HR Officer Research          |           |           |           |           |           |           |           |           |           | *         |           |           |           |           |           |           |           |           |           | *         |
| 1.3                                       | Update ethics guidelines, and corresponding training, to provide clarity on relationships between the various ethics approval committees, in particular those at UL and the HSE.  | 2©   |                   | Open          | Director Research Support Services / HR Officer Research   |           |           |           |           |           |           | *         |           |           |           |           |           |           |           |           |           |           |           |           |           |
| 1.4                                       | Examine potential mechanisms to improve the ethics review and approval process, including possible mechanisms to simplify/expedite the process, and mechanisms for two-way feedback/exchange between researchers and the approval committees.                                 | 2(d), 2(f)   |                   | Open          | Director Research Support Services / UL Ethics Committee   |           |           |           |           |           |           |           |           |           | *         |           |           |           |           |           |           |           |           |           |           |

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| Action Item Number | Action Item  | Gap Analysis Source (Principal Number and Action Reference) | Dependency | Status | Owner  | Year 1 |   |  |  | Year 2 |   |  |  | Year 3 |   |  |  | Year 4 |  |  |   | Year 5 |  |  |  |
|--------------------|--|---|------------|--------|--|--------|---|--|--|--------|---|--|--|--------|---|--|--|--------|--|--|---|--------|--|--|--|
|                    |  |   |            |        |  |        |   |  |  |        |   |  |  |        |   |  |  |        |  |  |   |        |  |  |  |
| 1.5                | Implement consistent guidelines on the collection, use and retention of data for research purposes, once the new regulations on this subject are finalised. Provide guidelines and training on procedures to ensure research data is secure and reliably backed-up.    | 2(g), 3(b), 7(b)  |            | Open   | Director Research Support Services/ UL Research Ethics Committee / Systems Administrator Research                    |        |   |  |  |        | * |  |  |        |   |  |  |        |  |  |   |        |  |  |  |
| 1.6                | Examine potential mechanisms to assist researchers in understanding commonly used contractual terms and conditions, such as guideline documents, help-desk services, etc.  | 5(b), 5©  |            | Open   | Director Research Support Services/Systems Administrator Research  |        |   |  |  |        |   |  |  |        | * |  |  |        |  |  |   |        |  |  |  |
| 1.7                | Explore mechanisms to streamline researcher processes, including those relating to accountability and authorisation.   | 6(c)  |            | Open   | Director Research Support Services   |        |   |  |  |        |   |  |  |        |   |  |  |        |  |  | * |        |  |  |  |
| 1.8                | Develop strategy for compliance with data protection guidelines, including addressing issues such as open-plan workspaces, data retention requirements exceeding student/staff time at the university  | 7©  |            | Open   | Information & Compliance Officer UL / Director Research Support Services / HR Officer Research                       |        |   |  |  |        |   |  |  |        |   |  |  |        |  |  | * |        |  |  |  |
| 1.9                | Provide training for researchers in public engagement activities, including media training.  | 9(a)  |            | Open   | HR Officer Research / Director Research Support Services   |        | * |  |  |        |   |  |  |        |   |  |  |        |  |  |   |        |  |  |  |
| 1.10               | Identify mechanisms and supports for researchers to engage in public dissemination, such as through the UL press office, and through the creation of a community forum to allow research findings to be shared with the broader community (e.g. public lecture series) | 9(b), 9©  |            | Open   | Research Leadership Institutional Project (Practice Impact), Director Research Support Services, HR Officer Research |        | * |  |  |        |   |  |  |        | * |  |  |        |  |  |   |        |  |  |  |
| 1.11               | Complete EU project to examine role of women in research - Female Empowement in Sciene & Technology Academic (FESTA)   | 10(a)   |            | Open   | Festa Project Team & Research Fellow Festa   |        |   |  |  |        |   |  |  |        |   |  |  |        |  |  |   |        |  |  |  |
| 1.12               | Monitor recruitment statistics for all areas of equality   | 10(b)   |            | Open   | Research Fellow Festa & HR Officer Training, Learning & Development UL   |        |   |  |  |        |   |  |  |        |   |  |  |        |  |  | * |        |  |  |  |



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|--------------------|---|---|------------|--------|---|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|                    |   |   |            |        |   | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 |
| 2.0                | The Research Careers and Development Framework needs to be communicated effectively to applicants/new hires to ensure realistic career expectations are created with researchers from the beginning of the employment relationship and that they are aware of the support mechanisms available to them. This framework also needs to be communicated to current staff and PI's. | 13. (a); 13 (d); 19 (a); 21 (c); 28 (b); 38 (d)   |            | Open   | HR Officer Research / HR Officer Training, Learning & Development     |        | *  |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 2.1                | Additional sources of international recruitment need to be reviewed to ensure the University of Limerick obtains the best candidate for the role.   | 18. (a)   |            | Open   | HR Officer Research / HR Recruitment Officer                          |        |    | *  |    |        |    |    |    |        |    |    | *  |        |    |    |    |        |    |    |    |
| 2.2                | Support for mobility for researchers to be provided via centralised readily available information. Consider possibility of external placements or other supports for mobility. Review researcher intake with international experience and act on this as appropriate.   | 18. (c); 29 (b); 29 (c); 29 (a)   |            | Open   | VPResearch / HR Officer Research / Director Research Support Services |        |    |    |    |        |    |    | *  |        |    |    |    |        |    |    |    |        |    |    |    |
| 2.3                | Appropriate recruitment training for selection board members needs to be undertaken and mechanisms to increase uptake on training need to be identified.  | 12. (c); 14 (a); 14.(b); 14 (d); 15 (a);  |            | Open   | HR Officer Research / HR Officer Training, Learning & Development     |        |    |    |    | *      |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 2.4                | Ensure continued improvement of recruitment process including reviewing and communicating the research recruitment procedures and updating recruitment guidelines and supporting documentation/resources as appropriate.  | 12. (b) ; 13 (b); 14. (c); 15 (a); 16. (a); 16 (b) ; 17 (a); 17(b) ; 18 (b) ;19 (a); 19 (b) |            | Open   | HR Officer Research / HR Recruitment Administrator Research           |        |    |    |    |        |    |    |    |        |    | *  |    |        |    |    |    |        |    |    |    |



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|--------------------|---|---|------------|--------|---|--------|--|--|--|--------|---|--|---|--------|--|--|--|--------|--|--|--|--------|--|--|---|
|                    |   |   |            |        |   |        |  |  |  |        |   |  |   |        |  |  |  |        |  |  |  |        |  |  |   |
| 3.4                | The University of Limerick is participating in an EU project FESTA (Female Empowerment in Science & Technology Academia ) with aim of identifying barriers to progression for female academics, and to identify suitable actions to deal with this. In conjunction with this project review recruitment data for equality statistics and take appropriate action. | 24 (a); 27 (a); 27(b)                                       |            | Open   | Festa Project Team & Research Fellow Festa  |        |  |  |  |        |   |  |   |        |  |  |  |        |  |  |  |        |  |  | * |
| 3.5                | Ensure information in relation to benefits for researchers such as salary scales, pensions, increments and payments for teaching are readily available and communicated to research staff. Benchmark salaries annually and take appropriate action  | 26 (a); 26 (b); (26) c; 26(d); 26(e); 26(f)                 |            | Open   | VPRsearch / HR Director / HR Officer Research / HR Officer Compensation & Benefits                  |        |  |  |  |        |   |  |   |        |  |  |  |        |  |  |  |        |  |  |   |
| 3.6                | Continue to review IP management within the University of Limerick and identify opportunities for improvement by reviewing despites arising. Consider the possibility of a simply guide to IP, separate to the policy. Undertake initiatives to support broader knowledge transfer in relation to IP.   | 31 (a); 31 (d); 31 (e)                                      |            | Open   | Director Technology Transfer Office/ Director Research Support Services / HR Officer Research       |        |  |  |  |        | * |  |   |        |  |  |  |        |  |  |  |        |  |  |   |
| 3.7                | Continue to introduce and encourage flexible work practices such as shorter working year.   | 24 (b)  |            | Open   | HR Director / HR Officer Research   |        |  |  |  |        | * |  |   |        |  |  |  |        |  |  |  |        |  |  |   |
| 3.8                | Review resources available to researchers including IT equipment (visio/equipment for remote collaboration) and space allocation (Buildings & Estates) and take steps to improve same.  | 23 (d); 23 (e)  |            | Open   | Director Research Support Services / Director Buildings & Estates / VPRsearch / HR Officer Research |        |  |  |  |        |   |  | * |        |  |  |  |        |  |  |  |        |  |  |   |







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|--------------------|---|---|------------|--------|--|--------|--|--|--------|--|--|--------|--|--|--------|--|--|--------|--|---|
|                    |   |   |            |        |  |        |  |  |        |  |  |        |  |  |        |  |  |        |  |   |
| 4.6                | Support the continued professional development of research staff by developing and promoting a comprehensive training schedule. Encourage research staff to consider and plan for their future careers via the careers support seminars, one-to-one coaching, PDR process and other initiatives as may be deemed appropriate. | 38 (a); 38 (b); 38 (c); 38 (g)                              |            | Open   | HR Officer Research, HR Officer Training, Learning & Development |        |  |  |        |  |  |        |  |  |        |  |  |        |  | * |
| 4.7                | Review international research training initiatives and adopt key learnings of this. Identify creative ways to actively advertise and encourage take up of training initiatives.   | 23 (c ); 28 (f)   |            | Open   | HR Officer Research, HR Officer Training, Learning & Development |        |  |  |        |  |  |        |  |  |        |  |  |        |  | * |