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.

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			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ethical & Professional Aspects																									
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									*											
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							*													

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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 Empowerment in Science & 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				*	
1,13	Provide on-line diversity training, to complement existing diversity training programme	10©		Open	HR Officer Training, Learning & Development	*				
1,14	Examine mechanisms to provide for replacement of staff on research projects during situations of sick leave or maternity leave	10(d)		Open	HR Officer Research / Director Research Support Services		*			

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1,15	Evaluate effectiveness of implementation of the PDRS system for the research community, including PI involvement in this system. PDRS system should include focus on future career development of researchers.	11 (a), 11 (b)		Open	HR Director / HR Officer Research / HR Officer Training, Learning & Development	*				
1,16	Identify mechanisms/opportunities to reward outstanding research performance.	11©		Open	VPResearch / HR Director / HR Officer Research			*		

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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		
Recruitment						Q	Q2	Q3	Q1	Q3	Q4	Q	Q2	Q3	Q1	Q3	Q4	Q2	Q3	Q
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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2,5	Review advertisements to ensure that requirements are in line with the role, ensuring that they are correctly labelled and in line with appropriate salary scales	13 (b)		Open	HR Officer Research	*				
Working Conditions & Social Security										
3,1	Develop the recognition of researchers by reviewing the access researchers have to participate in relevant decision making bodies within the University of Limerick. Take appropriate action as a result of this review.	22 (b); 35 (a); 35 (b); 35 (c); 36 (e)		Open	VPResearch / HR Director / HR Officer Research		*			
3,2	Ensure all relevant policies/research support initiatives are communicated clearly to research staff and PI's through a series of briefing sessions/training initiatives. Review policies annually, taking best international practice into account. o Research Careers & Development Framework o Research Contract Management Policy o Job Evaluation for Researchers o Research Role Profiles o Career Support Seminars / 1-1 Career Coaching o Research Recruitment Policies o Performance Development Review Process o Intellectual Property Rights o Dignity & Respect Training	13. (c) ; 21 (b); 21 (d); 22 (c); 25 (d); 25 (e); 28 (a); 28 (d); 30 (a); 30 (c) ; 31 (c); 33 (a); 34 (d)		Open	HR Officer Research / HR Officer Training, Learning & Development / Director Technology Transfer Office		*			
3,3	Continue review of health and safety as part of the HR Division's ISO quality system	23 (a)		Open	HR Officer Health & Safety / HR Officer 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	VPResearch / 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 / VPResearch / HR Officer Research			*		

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		
3,9	Communicate the research contract management policy clearly to research staff at induction training. Ensure researchers have clear expectations in relation to their contracts of employment and PIs are aware of their responsibilities to communicate with researchers. Support researchers in their own career development through career development training / PDR process, in which discipline specific research training needs can be identified. Consider further initiatives to improve stability of employment conditions of research staff.	25 (a); 25 (b); 25(d)		Open	HR Officer Research			*									*			
3,10	Draft and communicate guidelines on authorship to all faculty.	32 (b)		Open	Director Research Support Services														*	

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Training																									
4,1	As a follow on from the Research Careers Framework implement training to support both the researcher and the supervisor in their roles. This should outline their roles/responsibilities and supports available to them	36 (a); 37 (a); 38 (e); 40(a); 40 (d)		Open	HR Officer Research / HR Training, Learning & Development Officer								*												
4,2	Develop a mentoring/coaching scheme for researchers, particularly for early stage researchers.	28 (g); 28(h); 36 (d); 37 (c)		Open	HR Officer Research / HR Training, Learning & Development Officer				*																
4,3	Provide training for PI's in mentoring and managing post-docs. Develop a briefing document for PhD supervisors to act as a guide in relation to frequency of meetings, level of support required etc.	40 (c)		Open	HR Officer Research / HR Training, Learning & Development Officer / Director Research Support Services														*						
4,4	Consider possibility of support for discipline-specific training for researchers	23 (e)		Open	HR Officer Research / Director Research Support Services																				
4,5	Provide ongoing IP management training to research staff. Consider introducing specialist induction for social sciences / humanities including application of IP policies and rights.	31 (b)		Open	Director Technology Transfer Office/ Director Research Support Services / HR Officer Research												*								

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
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					*