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Red = Action Required

Purple = Work in Progress

Framework Established/Implementation on-going

Profile Table of Priority Areas, Actions and Deliverables for HRS4R

Recommended Actions		Status
<p>Ethical and Professional Aspects - Key Recommendations</p>		
<p>1. UCC will actively contribute to the discussion on National protocols and facilitate implementation of National Protocols for Research Integrity</p>	<p>In June 2014 the “National Policy Statement on Ensuring Research Integrity in Ireland” was launched. The policy statement aims to commit the main organizations in Irish research to the highest standards of integrity in carrying out their research. The working group that produced the policy document included three members of UCC staff: Professor Anita Maguire, Mr Michael Farrell and Professor Alan Kelly.</p> <p>Professor Anita Maguire, UCC Vice President for Research and Innovation is Chair of the newly formed National Forum on Research Integrity</p>	<p>Work in Progress</p> <p>Complete</p>
<p>2. Establishment of a Working Group on Research Integrity and Research Ethics which will include researchers at all levels of the research career path, staff representatives from all areas of the University.</p>	<p>The Chair of the University Ethics Committee (UEC) has joined the HRS4R working group. The Chairs of both the UEC and the HRS4R working group will act as conduits to assist with the development and embedding of research integrity 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. The University Ethics Committee includes the three ethics sub-committees - the Social Research Ethics Committee (SREC), the Animal Experimentation Ethics Committee (AEEC) and the Clinical Research Ethics Committee (CREC).</p>	<p>Work in Progress</p>
<p>3. The University Ethics Committee will develop mechanisms for embedding good research practice into the culture of all scholarship</p>	<p>The University believes that there is a need to differentiate research ethics in specific disciplines (e.g., around research on children, animals) from that applying to all disciplines (i. e, research integrity matters relating to falsification, fabrication, plagiarism and other aspects of expected research practice norms) and make sure that training or support will be provided for both. In light of this UCC is currently looking at the availability of on-line resources developed in US universities. UCC is in a position to avail of these resources and will explore opportunities to build a training framework on research integrity within UCC. <i>As part of its commitment the University has just appointed (2015) Professor Ken O’Halloran in the newly established position of Research Integrity Officer in UCC.</i></p>	<p>Work in Progress</p>
<p>3. Develop a workshop on research integrity and research ethics</p>	<p>The workshop has not been developed yet.</p>	<p>Action Required</p>

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4. Participate at national level in discussions on Research Integrity.	UCC is also represented on the Ethics Committee of the Royal Irish Academy by Dr Julia Jansen (Philosophy UCC) Vice Chair of the Committee. These undertakings and those of point 1 above have enabled UCC to participate at national level discussions on research integrity.	Framework established/Implementation ongoing
5. Promote policies and practices to better support gender diversity and equal opportunities in research for men and women.	<ul style="list-style-type: none"> • Through the Glass Ceiling program of positive action aimed at career progression for female academics and researchers. The project was funded under the Equality for Women Measure 2010-2013, with funding from the European Social Fund (ESF) through the Human Capital Investment Operational Programme 2007-2013 and the Irish Department of Justice and Equality. • UCC is also included in a four-year collaborative European project GENOVATE involving partners in seven European universities. GENOVATE is an action-research project based on the promotion of a Gender Equality Action Plan (GEAP) in each partner university. • UCC is currently participating in the AURORA program. Aurora is a leadership development initiative for women enabling UCC to further encourage the development of its female research, academic and support staff. 6 academic staff joined the Aurora programme in the UK in 2014 and 20 female staff (representative of academic, research, professional services and technical staff are participating in the Dublin-based programme in 2015. • UCC has just committed to the implementation of Athena SWAN Charter throughout the organisation and is currently recruiting an Athena SWAN coordinator to work on its implementation University wide <p>Through these initiatives UCC is actively supporting gender diversity and equal opportunities in research for women.</p>	Framework established/Implementation ongoing
Recruitment – Key Recommendations	The UCC Employment and Career Management Structure was introduced 2012 as a result of UCC commitment to HRS4R	
1. Publicise and communicate the University Employment and Career Management Structure for Researchers effectively	<p>The UCC Employment and Career Management Structure was introduced for research staff in 2012. It includes clearly defined levels within the researcher career path with a requirement for continuous professional training and development throughout the post-doctoral and senior post-doctoral stages and on-going training and development recommended at all levels. It was publicized widely to all staff through e-mails, circulars, workshops and presentations and is discussed at Research Induction (with hand-outs) for all new research staff.</p> <p>To ensure that all staff are aware of the Employment and Career Management Structure regular debriefing sessions with the UCC community on the Career Framework will be facilitated by Human Resources.</p>	Work in progress
2. Review the University policy on recruitment and employment of researchers	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. See appendix C	Framework established/Implementation ongoing

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3. Provide training to staff acting on selection committees	Mandatory Chair/Selection Committee Training for all posts started in May 2014 for all staff including research staff nominated as Chair of a Selection Committee or a Member of a Selection Committee. So far over 160 staff have completed the course.	Framework established/Implementation ongoing
4. Review and update the recruitment process and procedures including updating recruitment guidelines and supporting documentation	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. This is an evolving policy document that is updated when required. For example Research Assistant Theoretical has just been added to the Research post job descriptions. See appendix C	Framework established/Implementation ongoing
5. Review advertisements to ensure that requirements are in line with the recruitment policy, the requirements of the role, and the researcher salary policy	As a result of the introduction of the new structure all Research posts must be advertised on the HR website, for a minimum of one week. All adverts are reviewed before they are advertised on the UCC web site 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.	Framework established/Implementation ongoing
6. Provide up-to-date and relevant information and resources to researchers which support mobility.	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 researchers in UCC and a link can be found at http://www.ucc.ie/en/research//index.html# Also, the HR Research website has been updated to include links to the EU, EC JRC and other sites of researcher interest. Also of interest is Portability of Research Grants. http://www.scienceeurope.org/uploads/PublicDocumentsAndSpeeches/SE_Crossborder_Collab_FIN_LR.pdf	Complete
7. Provide formal structures for mentoring researchers in writing grants and securing funding.	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: www.ucc.ie/en/research/	Work in Progress

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	<p>In UCC mentoring of researchers also takes place at group, department or school level by the PI or academic/faculty researchers. Establishing a more formal method of embedding mentoring practices within the research community is a priority for the University. Please see link to evidence of best practice within the University http://www.ucc.ie/en/careers/informationforresearchstaff/professionaldevelopmentplanning/</p> <p>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.</p>	
<p>Working Conditions & Social Security – Key Recommendations</p>		
<p>1. The development of an agreement between the employers and funding bodies to support the career development of researchers would be advantageous.</p>	<p>In an effort to promote consultation amongst the Irish Higher Education Institutes a working group (Researcher Careers/Remuneration Group) 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.</p> <p>One of the major Irish Funding agencies SFI has adopted proactive Maternity Leave Policy which became effective November 2014.</p> <p>http://www.sfi.ie/assets/media/files/downloads/Funding/grant_policies/SFI%20Maternity_Adoptive%20Policy.pdf</p>	<p>Work in Progress</p>
<p>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.</p>	<p>This is an on-going process which happens in conjunction with the Employment Control Framework.</p>	<p>Framework established/Implementation ongoing</p>
<p>3. There is currently no mechanism for awarding annual increments for</p>	<p>This is an on-going process which happens in conjunction with the 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</p>	<p>Work in Progress</p>

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<p>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</p>	<p>working group.</p>	
<p>4. An opportunity to explore the development of a <i>Postgraduate Certificate in Research Management</i></p>	<p>The original concept of a Postgraduate Certificate in Research Management has been delivered in the guise of the ILM endorsed Professional Skills for Research Leaders Programme which will be introduce to Senior Post Docs and Research Fellows to enhance their Research management skills at this critical time in their careers.</p>	<p>Complete</p>
<p>5. Further communication is needed to publicise the role of Staff Ombudsman to research staff</p>	<p>Communication on the role of the Staff Ombudsman is being communicated to all research staff at induction.</p>	<p>Framework established/Implementation ongoing</p>
<p>6. Inform and advise research staff and Pls of policies and procedures including:</p> <ul style="list-style-type: none"> • Employment and Career Management Structure for Researchers • Advertising and Recruitment Policy • Contract Management Policy • Salary Administration Policy • Job Descriptions 	<p>All researchers in the University have been made aware of the UCC <u>Employment and Career Management Structure</u> (through e-mail circulars, workshops and presentations) and were aligned to the career structure. The policy document includes:</p> <ul style="list-style-type: none"> • Employment and Career Management Structure for Researchers • Advertising and Recruitment Policy • Contract Management Policy • Salary Administration Policy • Job Descriptions • Training and Development Policy <p>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 will be facilitated by Human Resources.</p>	<p>Work in progress</p>

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• Training and Development Policy		
7. Establish a working group to define the process for recording and monitoring probation for research staff	Currently a Probation Procedure for All Staff is being developed and will be implemented University wide following approval by the University's Governing Body.	Work in progress
8. Review and modify the University Performance Development and Review System and ensure researchers undertake a review discussion with their Principal Investigator or Supervisor.	Human Resources in UCC worked to develop training to support PI's and 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.	Complete
9. Promote participation of researchers on College and School committees to ensure researchers have an opportunity for involvement in relevant decision making bodies.	To ensure that the research staff voice is heard, UCC Academic Council (10-10-14) endorsed the nomination of two representatives of the research community. Complementing this, 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. Researchers are also represented on the University's Staff Development and Enhancement Committee which is a sub-committee of UCC's Academic Council. We will do this by providing encouragement and support from senior management and champion the incorporation of researchers in key committees across the University, at School and College level, and at Academic Council.	Work in progress
10. Address availability of facilities for researchers through the Colleges.	This is addressed on a 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 site for more information on the research facilities throughout the	Framework established/Implementation ongoing

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	<p>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</p>	
11. Conduct briefing sessions and communications to support PIs fulfilling their responsibilities as line managers and supervisors of research staff and to ensure researchers have clear expectations regarding their contracts of employment from the outset of appointment and the opportunities for career development.	<p>The Vice President for Research and Innovation Prof Anita Maguire is currently working with HR research advisor to establish workshops or briefing sessions between the office of VPRI, University PI's and HR Research for information and support. The UCC <u>Employment and Career Management Structure</u> is a clear policy document which outlines responsibilities and research contract management policy within UCC ensuring clear expectations surrounding career paths and contracts of employment. It is anticipated that this will be an on-going process but no meetings have taken place yet.</p>	Action required
12. Review and modify the researcher policy framework, as appropriate within the context of internal and external developments.	<p>The UCC <u>Employment and Career Management Structure</u> 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 where related issues come to the fore during its implementation. The UCCRSA will provide a position statement/review on the Framework. Human Resources will meet with UCCRSA to discuss this position.</p>	Work in progress
12. Promote consultation through the Irish Universities Association (IUA), between HEI's and funding agencies to support researcher careers.	<p>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. Please see appendix G. UCC participates in Researcher Careers/Remuneration Group as mentioned earlier. UCC is also part of the IUA's potential membership model for VITAE membership.</p>	Work in Progress
Training and Career		

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<p>Development – Key Recommendations</p>		
<p>1. Support and integrate career development planning for Postdoctoral researchers emphasising diversity of career paths</p>	<p>The introduction to the concept of diversity of career paths is introduced at induction. It is followed on through various workshops and courses provided by Human Resources, the Careers Office, the Office of the Vice President for Research and Innovation and other facilities throughout the University please see: http://www.ucc.ie/en/hr/training/plan/research/ http://www.ucc.ie/en/careers/informationforresearchstaff/ http://www.ucc.ie/en/tcentre/ and http://www.ucc.ie/en/it/</p> <p>Following on from discussions with the UCC Research Staff Association HR and the Careers office also provide workshops with industry e.g. this year we are organising “Brown Bag lunches” with EMC, INTEL and MERCK Brinny. The RSA lead the agenda at these events. In April 2015 a researcher conference on Endurance will be held in UCC for the research staff of the University. See attached Appendix H</p>	<p>Framework established/Implementation ongoing</p>
<p>2. The UCC Department of Human Resources and Careers Service websites will be modified and include a section on “Resources for Research Staff”, including;</p> <p> Career Options for Researchers Academic Careers, careers Outside Academia, Making your-self more Employable</p>	<p>Please see link to newly developed HR Research website which includes information and links to this information http://www.ucc.ie/en/hrresearch/</p>	<p>Complete</p>
<p>3. Offer individual consultations to Postdoctoral researchers during the course of their employment. This will be an in-</p>	<p>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 Careers Office here in UCC.</p>	<p>Framework established/Implementation ongoing</p>

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depth meeting to discuss CV preparation, career development, explore career options and interview preparation.		
4. The University will hold a Researcher Conference, to support career development for researchers	<p>UCC is committed to hosting a Researcher conference and held the first in the series in April 2012. The next conference will go ahead in April 2015 and the theme is “Endurance in Research” with speakers from both inside and outside Ireland. These conferences are supported by Human Resources and the Office of the Vice President for Research and Innovation. See link to conference programme and speakers here</p>	Complete
5. Further development of policy for Research Assistants, Research Fellows, Senior Research Fellows and Research Professor	<p>See UCC Employment and Career Management Structure</p>	Work in progress
6. Review and modify the University Performance Development Review System and implement the process as mandatory for all staff. Identify an electronic/web based system to facilitate and support the career development planning process.	<p>Modifications to the University PDRS system were explored with PI’s resulting in the recommendation that UCC continue with the existing PDRS scheme and apply it to researchers. Work continues to be done to make the process web based but this is subject to CORE being upgraded to enable this or move to a new system. Information on the PDRS scheme is available on the UCC website. However, application is patchy among all staff categories and contingent on the Head of Unit for implementation. Amendments to the scheme are currently the subject of consultation with the Unions. http://www.ucc.ie/en/hr/pdrs/training</p>	Work in Progress
7. Provide briefing sessions and workshops on career planning to Postdoctoral researchers and to PIs to enable the role of the supervisor in developing	<p>Workshops on Career Planning are run annually through the Careers Service. Plans are being finalised for meetings during 2015 with Vice President for Research and Innovation, HR Research Advisor and PIs and researchers throughout the University to encourage open and frank discussions regarding the role of the supervisor in developing training skills among researchers amongst other issues.</p>	Work in progress

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training skills among researchers		
8. The University 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.	<p>The Academic Council Staff Development and Enhancement Committee in UCC is currently preparing a survey of researchers on this topic, the outcomes of which will inform the development of policy in this area. Research staff already have access to training in this area through the annual training plan (short programme) and Ionad Barre (for research staff actively involved in teaching) they can be funded to undertake the Certificate in Teaching and Learning and the Diploma and Masters in Teaching and Learning.</p>	Work in progress
9. Promote innovation and business through the IGNITE Programme	<p>The IGNITE Graduate Business Innovation Programme helps graduates to turn innovative ideas into successful technology based businesses. Based at UCC, the programme is open to recent graduates of any third level institution in any discipline. It has increasingly incorporated companies resulting directly from activity within the University. Please see their website http://www.ucc.ie/en/ignite/</p>	Complete