













UCC HRS4R ACTION PLAN – 2024 to 2028




	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
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	Complete Implementation on-going Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<p>the sub-committees of the University Ethics Committee, to the Research community and to the organization as a whole.</p> <p>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.</p> <p>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.</p>	
	3. The University Ethics Committee will develop mechanisms for embedding good research practice into the culture of all scholarship	2013	<p>Office of the Vice President for Research and Innovation – Professor Anita Maguire Vice President for Research and Innovation.</p> <p>In UCC, research ethics are the responsibility of the University Ethics Committee (UEC).</p> <p>The chair of UEC is Dr. Mary Donnelly of the School of Law.</p>	<p>1. Policy Statement on Ensuring Research Integrity in Ireland</p> <p>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</p> <p>2. Code of Research Conduct University College Cork V2.3 October 2019.</p>	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
		2014			
	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
	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	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				national level discussions on research integrity.	
	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
	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	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				Management Team see link to Terms of Reference	
	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 2026	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 Countries to give invited talks on HRS4R	Complete Implementation ongoing


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	14. Following consultation UCC recognises that it needs to combine all information relating to entrepreneurship for all students inclusive of PhD students and all staff inclusive of Research Staff on one website.	2019	Research and Innovation Gateway UCC Blackstone launch Pad The Entrepreneur Ship Health Innovation Hub Technology Transfer Unit Tyndall national Institute	See link to all information on new website https://www.ucc.ie/en/entrepreneurship/	Complete Implementation ongoing
	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 ongoing
	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,	Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				UCC believes there is still more to do. See actions below.	
	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 continue beyond 2020. See link <i>Due to COVID 19 this session was successfully transferred online see here for details</i> https://euraxess.ec.europa.eu/euraxess/events/hrs4r-online-workshop-institutions	Complete Implementation on going.
	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 provided 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	Complete



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				McCarthy provided workshops throughout UCC.	
✔	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 Researcher Career Development Tools & Supports EURAXESS	Complete Implementation on going.
	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	October 2024	HR Excellence in Research Working Group members	This action has been superseded by Action number 21 due to a change in leadership in UCC.	See number 21



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	HR Excellence in Research action plan. Renew and maintain UCC's HR Excellence in Research Award status.				
✓	21. Following new leadership in UCC the HR Working Group have requested that HR Excellence in Research be embedded in the New Strategic Plan 2023 to 2028	February 2023	HR Excellence in Research Working Group	<p>"Implement initiatives to embed HR excellence in research and achieve a third renewal of our HR Excellence in Research award."</p> <p>Our Staff, Our Culture University College Cork (ucc.ie)</p>	Complete
	22. Research Charter UCC is being developed. It is important that HR Excellence in Research is acknowledged in the Charter	First Quarter 2025	VP Research , Research Innovation Strategy and Impact Committee and the HR Excellence in Research Working Group	<p>Indicator: HR Excellence in Research is acknowledged and embedded in the UCC Research Charter.</p> <p>Charter will be rolled out through a series of town hall events.</p> <p>Target: Research Charter Launched by first quarter 2025</p>	Complete Research Charter UCC Research University College Cork
	23. Following consultation with UCC Researchers and Academic Staff a Research Information System Project has been launched. The goal of this project is	Fourth Quarter 2025	<p>Professor John Cryan, Vice President for Research & Innovation</p> <p>Ger Culley, Director of IT</p>	<p>Indicator:</p> <p>This new system will:</p> <p>Enable UCC's Strategic Plan (Goal 1) and UCC Futures.</p>	Complete Pure - UCC's Research





	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	to implement an end-to-end Research Information System within UCC.		David O’Connell, Director of Research Support & Policy Siobhan Cusack, Director of Research Strategy & Projects Coral Black, University Librarian Vice deans assurance committee Rosie Coffey, Head of Enterprise Solutions Professor Luigina Ciolfi, Chair of ACRIC (Academic Council Research & Innovation Committee) Finance representative (TBC)	<ol style="list-style-type: none"> 1. Increase researcher visibility, research impact and rankings. 2. Enable an institution-wide, consistent approach to research. 3. Standardise management of research information & streamline administration processes. 4. Strengthen reporting capabilities and enable UCC to meet external compliance requirements. 5. Enable evidence-based approach to research strategy. 6. Increase collaboration opportunities. 7. Diversify research funding. 	Information System



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<i>was introduced 2012 as a result of UCC commitment to HRS4R</i>	
	2. Provide formal structures for mentoring researchers in writing grants and securing funding.	2013	Office of Vice President for Research and Innovation	<p>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/</p> <p>In UCC mentoring of researchers also takes place at group, department or school level by the PI or academic/faculty researchers.</p>	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
			Human Resources	https://www.ucc.ie/en/hr/research/devhub/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	2013	Human Resources	The UCC Employment and Career Management Structure outlines the UCC recruitment process	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	updating recruitment guidelines and supporting documentation			covering pre – advertising, advertising, short-listing, interview, offer of employment contracts of employment and related documents and record keeping.	
	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	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				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/	
	7. Provide training to staff acting on selection committees	2014	Human Resources	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.	Complete Implementation 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	Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				2015 and 2019 and will continue onwards.	
	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
	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	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	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	selection process. This is part of UCC's commitment to OTM-R			to internal data issues within the UCC HRIS System	
	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 policies and regulations, best practice and Irish national legislation regarding recruitment in the Irish Public Sector https://www.ucc.ie/en/hr/policies/recruitment/	Complete

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				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.	
✓	15. Following feedback received from Principal Investigators and Research Staff it is proposed that draft wording for those unsuccessful at short listing and/or interview should be made available online to assist local units with the recruitment process.	2023 November	HR Research	Indicator Links to wording for unsuccessful candidates made available. Target Place on HR Research Website and available to all staff. HR Research Shortlisting University College Cork (ucc.ie)	Complete



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				HR Research Interviewing University College Cork (ucc.ie)	
	16. Under new Leadership the President of UCC has launched the HR Recruitment Transformation Project.	2026 to 2028	President's Office UCC	<p>Indicator: This project will further streamline and improve current processes, enhance access to data and create a more user-friendly experience for current and prospective UCC staff from recruitment through to onboarding.</p> <p>Target: Improved and more user friendly processes for Recruitment and onboarding of all staff. Report finalised with next steps.</p>	<p>In Preparation</p> <p>Still ongoing. John McNulty office should be included here.</p>
	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 12 th 2014 to discuss researcher career development, role descriptions and salary scales. UCC is represented on this working group which is a	Complete implementation ongoing


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<p>first step in this process. Proposal document sent to the Higher Education Research Group.</p> <p>One of the major Irish Funding agencies SFI has adopted proactive Maternity Leave Policy which became effective November 2014.</p> <p>See link to the Irish National Researcher Career Development Framework https://www.iaa.ie/for-researchers/researcher-career-framework/</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.	2013	Human Resources Office of The Vice President For Research And Innovation	<p>This is an on-going process which happens in conjunction with the Irish Government Employment Control Framework and Public Sector Agreements See link to the Irish National Researcher Career Framework</p> <p>https://www.iaa.ie/for-researchers/researcher-career-framework/</p>	Complete implementation ongoing
	3. There is currently no mechanism for awarding annual increments for research	2013	Human Resources	This is an on-going process which happens in conjunction with the	Not complete and waiting

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	<p>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><u>Please see Action 31 as an effort to ameliorate the effects of inaction.</u></p>		Irish University Association Researcher Careers/Remuneration Group of which Mary O'Regan HR Research Manager is a member	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.	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. <i>There are approximately 12 new starter inductions per year.</i>	Complete Implementation on-going
	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	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				Framework are facilitated by Human Resources. It is also covered in the researcher induction. <i>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.</i>	
	<p>6. Establish a working group to define the process for recording and monitoring probation for research staff.</p> <p>This <u>action has evolved</u> to take account of current circumstances within the Irish Higher Education System. It is hoped that researcher probation will be managed at local level with training provided to assist PI's and Senior Research Managers with best practice probation for research staff.</p>	<p>2013</p> <p>Revised date is October 2027</p>	Human Resources, Employee Relations and Office of Corporate and Legal Affairs, HR Excellence in Research Working Group	<p>The matter of a Probation process for staff has been addressed in the Universities principal statute. See Principal Statute</p> <p>Target: A probation management training programme is to be developed for Principal Investigators and Senior Research Managers to assist them in recording and monitoring probation for research staff.</p>	In Preparation
	7. Review and modify the University PDRS and ensure researchers undertake a review with their Principal Investigator	2013	Human Resources and Principal Investigator's	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	Complete Implementation on-going




	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				existing policy for all staff works just as well for research staff.	
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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




	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	10. An opportunity to explore the development of a <i>Postgraduate Certificate in Research Management</i>	2014	Human Resources	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 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.	Complete Implementation on-going
	11. Promote participation of researchers on College and School committees to ensure researchers have an opportunity	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.	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	for involvement in relevant decision-making bodies.			<p>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.</p> <p>Research staff are included in the Academic Council's Staff Development and Enhancement Committee.</p> <p>We encourage and support the incorporation of researchers in key committees across the University, at Unit, School and College level.</p>	See Action 15 and Action 26 for follow on actions
	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	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				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 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	

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<p>relayed to research staff at induction.</p> <p>From 2016 all new Heads of Unit are informed of the importance of PDP's for research staff at New head induction.</p>	
	<p>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 policies are required.</p>	2016	Human Resources	<p>New Policies approved by University Management Team on 11/04/2016</p> <p>Target publication of policies below:</p> <p>Family Friendly Policies</p> <p>Adoptive Leave</p> <p>Carer's Leave</p> <p>Force Majeure Leave</p> <p>Parental Leave</p> <p>Parent's Leave</p> <p>Returners Scheme</p> <p>Flexible Working Hours</p> <p>Paternity Leave</p> <p>Parent's Leave</p>	Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				Maternity Leave See link to policies here.	
	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	Target: A link to the Staff Ombudsman page on the HR Research Website. 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 researcher induction.	Complete Implementation on-going
	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

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	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 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 compiled for all staff inclusive of research staff .	2019	Staff Wellbeing and Development	Coaching Panel has been compiled to provide focused and one powerful development approaches. https://www.ucc.ie/en/hr/wellbeingdevelopment/training/coaching/	Complete and ongoing


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
✓	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 https://www.ucc.ie/en/hr/research/uccresearcherstrategy/survey/	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 UCC believe that there is more to do here to embed these principles in the UCC	Complete Implementation ongoing

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				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 has been launched. All new research starts in UCC receive a mentor.	Complete Implementation ongoing
✓	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. This is conducted through the Onboarding of Researchers and the Induction for Heads of Units .	Complete implementation ongoing
✓	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. See link to developed practice	Complete Implementation ongoing



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				https://www.ucc.ie/en/hr/research/recruitment/contractadministration/	
<input checked="" type="checkbox"/>	<p>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).</p> <p>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.</p>	<p>Jan 2023</p> <p>Extended to</p> <p>July 2025</p>	President of UCC and Senior Management Team	<p>Target: Publication of People and Culture plan in UCC 2022 with link.</p> <p>Target Amended: Due to a change in UCC Leadership this plan is incorporated into the Strategic Plan</p> <p>Indicator:</p> <p>Securing our Future - UCC Strategic Plan 2023-2028</p> <p>Our Values have also been amended as per the New Strategic Plan they are:</p> <p>Compassion, Agility, Integrity, Respect, Discovery, Equity, Accountability, Sustainability</p> <p>With the appointment of the new Chief People and Culture Officer of the University in November 2023 this Action will be extended to July</p>	Complete



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				2025 to comply with the agenda of the post holder.	
	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	<p>Target: Our work was overtaken with the publication of the Irish National Researcher Career Framework.</p> <p>Amended Target:</p> <p>We in UCC have welcomed the publication of the Irish National Researcher Career Framework which sets out principles, policies and guidelines for the employment of researchers, enabling HEIs to work together through the recruitment and contractual phases to enable easier operational processes between the HEIs, and with external partners, including Government and funders, and presenting Ireland's clear career proposition to internationally mobile researchers.</p>	Complete Implementation ongoing
	30. Development of an Irish National Researcher Career Framework working within the remit of the Irish University Association (a body that represents all	Sept 2021	Irish University Association Researcher Careers/Remuneration Group	UCC participates in an IUA Researcher Careers/Remuneration Group as mentioned earlier. Even though a body of work is now	Complete implementation ongoing





	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	Irish Universities). <i>This action is linked to actions 1 and 2 under this section from 2013.</i>		Human Resources UCC	<p>complete the IUA is still awaiting final approval of the Irish National Researcher Career Framework from the Irish Government.</p> <p>The target indicator is the government approved Irish National Researcher Career Framework and a nationwide roll out to all Universities and Researchers.</p> <p>Link to IUA Researcher Career Framework is available here: https://www.iua.ie/for-researchers/researcher-career-framework/</p> <p>Even though most of work is now complete the IUA will publicize and disseminate widely to all Universities and researchers in Ireland during 2021.</p>	
	31. CARDEA – Horizon Europe Funded Programme. Following many attempts to raise awareness of the role of Research Manager an opportunity to contribute to the development of policy in this area	2026	The project partners are, in addition to UCC as coordinators are: University of Pula (Croatia), the University of Liege (Belgium), CERTH (Greece),	<p>Target: As per the Grant Agreement Deliverables.</p> <p>CARDEA University College Cork (ucc.ie)</p>	Complete July 31 2026




	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	was taken. This action is linked to Action 3 in this section.		the University of Macerata (Italy), the Polish Institute of Nuclear Physics Henryk Niewodniczański of the Polish Academy of Sciences, the Polytechnic University of Bucharest (Romania) and CERCA Catalonia (Spain).	Indicator Acknowledgement of Research Manager Career in ERA Agreement of a Europe Wide RM 1 RM 4 in ERA Policy See link to Knowledge Space University College Cork (ucc.ie)	
	32. Following the introduction of the IUA Researcher Career Framework it was noted that UCC was out of step nationally. As per the framework there are now 6 points on the IUA Post Doc Scale and 4 points on the IUA Senior Post Doc Scale. This is also reflected in the SFI Team member's scale. With a view to aligning with the IUA National Researcher framework, from the 1st August 2022 UCC will fully implement the IUA Scales i.e. 6 points for post doc and 4 points for senior post doc. Relevant staff employed before the 1 st August 2022 will remain on the current scale pending contract renewal where applicable.	2022	Human Resources	See link to aligned scales https://www.ucc.ie/en/media/support/hr/paysbenefits/ResearchSalaryScalesOctober2022.pdf	Complete implementation ongoing.





	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	33. As per the New Proposed Charter and Code. “Employers and/or funders should take resolute actions to counter the phenomenon of precarity and to support job security and stability, including by way of a limited maximum total duration of fixed-term appointments, and a recommended maximum threshold of one third of fixed-term contracts in the overall researchers’ human resources of a given employer. Whenever permanent or long-term or highly recurrent research tasks are being fulfilled, permanent or open-ended contracts should be the appropriate instrument.”	2026	Office of Human Resources Office of VP Research and Innovation	For Research Staff: 1000 in UCC One third of fixed-term contracts Two thirds specified purpose contracts of employment. A review of current practice against the New Proposed Charter and Code. Target: 1000 Research Staff in UCC 1/3 fixed term and 2/3 Specified Purpose Contracts of employment.	In Preparation
	34. Research assessment should enable evaluating the performance of researchers and research to achieve the highest quality and impact. This requires recognition of increasingly diverse research outputs, activities and practices, including collaboration, open sharing of outputs, and ensuring high research integrity standards.	2026	Office of VP Research and Innovation	A review of current UCC practice against the New Proposed Charter and Code. Target: Gaps addressed through a gap analysis and actions incorporated into the HRS4R Action Plan	In Preparation
	35. As per the New Charter and Code: “clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers (R2), including	2026	Office of Human Resources	Although UCC has the Career Framework for Research Staff which includes the ethos of the New Charter and Code UCC will	In Preparation


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should consider time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects with fixed contract or tenure.”		Office of VP Research and Innovation	conduct a review to ensure that the practice is adhered to throughout the University. Target: Compare UCC practice with the new Charter Indicator: Gaps identified to be incorporated into the HRS4R action plan.	
	35. To ensure feedback from UCC’s researchers a Survey will be launched in October 2023 asking questions related to the four pillars of the charter and code.	September 2023	HR Excellence in Research Working Group.	Target: Survey Launched with over 150 responses. Indicator: Survey Report complete Survey Results 2020 and 2023 University College Cork (ucc.ie)	Complete
	36. Write report based on Researcher Survey Results which will indicate areas to be addressed in the Action Plan 2024 to 2027	January 2024	HR Excellence in Research Working Group.	Target: Report written and displayed online. Actions identified for the updated HRS4R action plan.	Complete
	Training and Career Development				



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	1. The University will hold a Researcher Conference, to support career development for researchers	2013	Human Resources	<ul style="list-style-type: none"> • 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) <p>See link to conference programmes and speakers https://www.ucc.ie/en/hr/research/researchertraining/otherevents/</p>	Complete Implementation on-going
	2. Further development of policy for Research Assistants, Research Fellows, SRF's and Research Professor	2013	Human Resources	<p>See UCC Employment and Career Management Structure Appointment procedures for Research Professor approved by Governing Body 2013</p>	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	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. 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.	Complete implementation ongoing
	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 career planning to Postdoctoral researchers and to PIs to enable the role of the supervisor in developing training skills among researchers	2014	Human Resources, Office of the Vice President for Research and Innovation and the Office of Student Development and Employability	Workshops on Career Planning are run annually through the Careers Service and the Post Doc Development Hub.	Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	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	<u>Professional Skills for Research Leaders</u> 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 <u>Post Doc development Hub</u> 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	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				post docs to develop transferable skills.	
	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	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.	Complete Implementation on-going



	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
		<u>2020</u>		<p>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.</p> <p>All other training programmes for all UCC staff are available to research staff. See link here</p>	
	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	<p>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</p> <p>(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.</p>	Complete Implementation on-going


	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	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 Office, Technology Transfer Office	This action will not progress. Following feedback from focus groups it is felt that there is currently a comprehensive 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.	Not Actioned
	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	Complete Implementation on-going

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				PILOT the programme based on the success of UCC's PSRL programme.	
✓	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 students within HR Excellence in Research even though they are not employees of the University.	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 Programme but career fairs, PG Modules have been developed and prepared coupled with launch of UCC's Graduate attributes programme .	Complete Implementation on-going
✓	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

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	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 40 female researchers have completed this programme in 2021 and 2022. For two years running (2021 and 2022) Professional Skills for Research Leaders was directed specifically towards female Post Doctoral and Senior Post Doctoral researchers. With an emphasis on raising the proportion of senior	Complete

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<p>female researchers in UCC it was hoped that PSRL for females only provided some of the support and tools necessary to help female researchers to achieve their research goals as well as their own professional career objectives.</p> <p>In 2023, the advantages of this intervention are evident, with an equal distribution of 50% male and 50% female senior postdocs, a notable improvement from the previous ratio of approximately 65% male to 35% female. Moreover, there is a historic milestone as the overall gender balance among all UCC Research staff is now at 49% male and 51% female for the first time.</p>	
	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 Programme for MaREI SFI Research Centre (under UK-Ireland joint initiative to invest €38.6m in training PhD	December 2021	Aoife Dunne MaREI UCC Doctoral Training Co-Ordinator Liam Fitzgerald MaREI Marine Incubation Manager	Pilot launched for new career development programme now running in conjunction with the PhD academic programme in MaREI Research Centre UCC See link	Complete

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	students - Centres for Doctoral Training) has been introduced			https://www.marei.ie/research/pha-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 . Target: New improved CV Clinics for research staff based on feedback from the cohort. Indicator: https://www.ucc.ie/en/hr/research/researchercareers/	Complete
	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	Indicator: Formal forums for discussions with relevant data and information so that PI’s are supported in planning ahead for their research group. Target: The PI forum has been introduced by the VP Research and Innovation. This is a monthly	Complete

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				meeting that focusses on supports for PI's here in UCC. On many occasions HR Research Contributes to this forum.	
	<p>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.</p> <p><u>Please see action 29 which is a start to the development of this action</u></p>	<p>Sept 2023</p> <p>Delayed to 2025</p>	<p>Training and Development</p> <p>HR Research</p> <p>HR Strategy and Organisation Development</p>	<p>Target: Development of a bespoke programme regarding preparation of research staff in applying for academic roles.</p> <p>This action will be delayed until 2025</p>	In Preparation
	27. As HR Research expands its training and development function a new role has been advertised: HR Research Training Specialist.	March 2023	HR, VP Research and Innovation	Target: The role has recruited and filled.	Complete Implementation ongoing
	28. Following internal UCC discussions it was agreed that a Research Essentials Workshop Series be introduced. It was proposed that 8 in person workshops in areas such as Open Access, FAIR Data, Research Data Management be organised. The workshops will provide practical information on a range of research specific topics. These free workshops will	2023	Boole Library/ Dr Aoife Coffey	<p>Open Access, Weds 15th February, 10:00-12:00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/OA</p> <p>Being FAIR with your Data, Tues 21st February, 10:00-12:00. More details and</p>	Complete Implementation ongoing

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	<p>have a practical focus, with plenty of opportunity to apply some of your knowledge in a welcoming and friendly environment. You will come away from the workshops with the ability to use and adapt the tools, techniques and knowledge presented in your own research. Finally, you will be aware of services and tools available from UCC Library as you continue your research journey and learning pathway</p>			<p>registration. https://libcal.ucc.ie/calendar/librarytraining/FAIRData</p> <p>Research Data Management, Tues 28th February, 10:00-12:00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/RDMworkshop</p> <p>Metadata for Researchers, Thurs 2nd March, 10:00-12:00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/metadata</p> <p>Searching Techniques for Systematic Reviews- Part One, Wed 8th March, 14.00-16.00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/sysrev</p> <p>Open Refine, Mon 13th March, 10:00-13:00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/openrefine</p>	

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
				<p>Tidy Data, Weds 15th March, 10:00-12:00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/tidydata</p> <p>Searching Techniques for Systematic Reviews – Part Two Fri 24th March, 10.00-12.00. More details and registration. https://libcal.ucc.ie/calendar/librarytraining/sysrev2</p> <p>Target: Systemic participation of research staff in the offerings: 100 Research staff per year</p>	
	<p>29. To facilitate individuals across various academic categories of staff to present evidence of the best version of their achievements against criteria for promotion a new workshop “Evidencing Achievement against Criteria Workshop” has been developed.</p>	Nov 2025	Organisational Development	<p>Indicator:</p> <p>3-hour workshop with two additional sessions taking place during the year.</p> <p>Target: Enroll 20 participants per year</p>	Did Angela run this?

	Title Action	Timing	Responsible Unit	Indicator/Target	Current Status
	30. The introduction of the follow-on for Professional Skills for Research Leaders called Advancing Our Research Career	Nov 2024	Human Resources, VP Research Officer and other units that support research	Indicator: Decision on how the programme should be introduced to the Research staff. Target: Enroll 20 participants per year	Not complete due to financial constraints.
	31. Achieve ILM Approval for Advancing your Research Career	Nov 2024	Human Resources	Target: ILM Approval for Advancing your research Career	Complete implementation ongoing
	32. As a result of the Researcher Survey 2023 Project Management Skills has been identified as the most critical training for Researchers	December 2024	VP Research and HR	Target: 20 Researchers complete the Project Management Programme in 2024	We need to ask Anne Gannon's team if 20 researchers have completed
	33. National roll out of the UCC Odyssey Programme	2028	Higher Education Authority Ireland	Target: All 14 Higher Education Institutes in Ireland have completed the Odyssey Programme for PhD's	Implementation ongoing – on time and within budget: See website: HEA Odyssey Programme University College Cork

