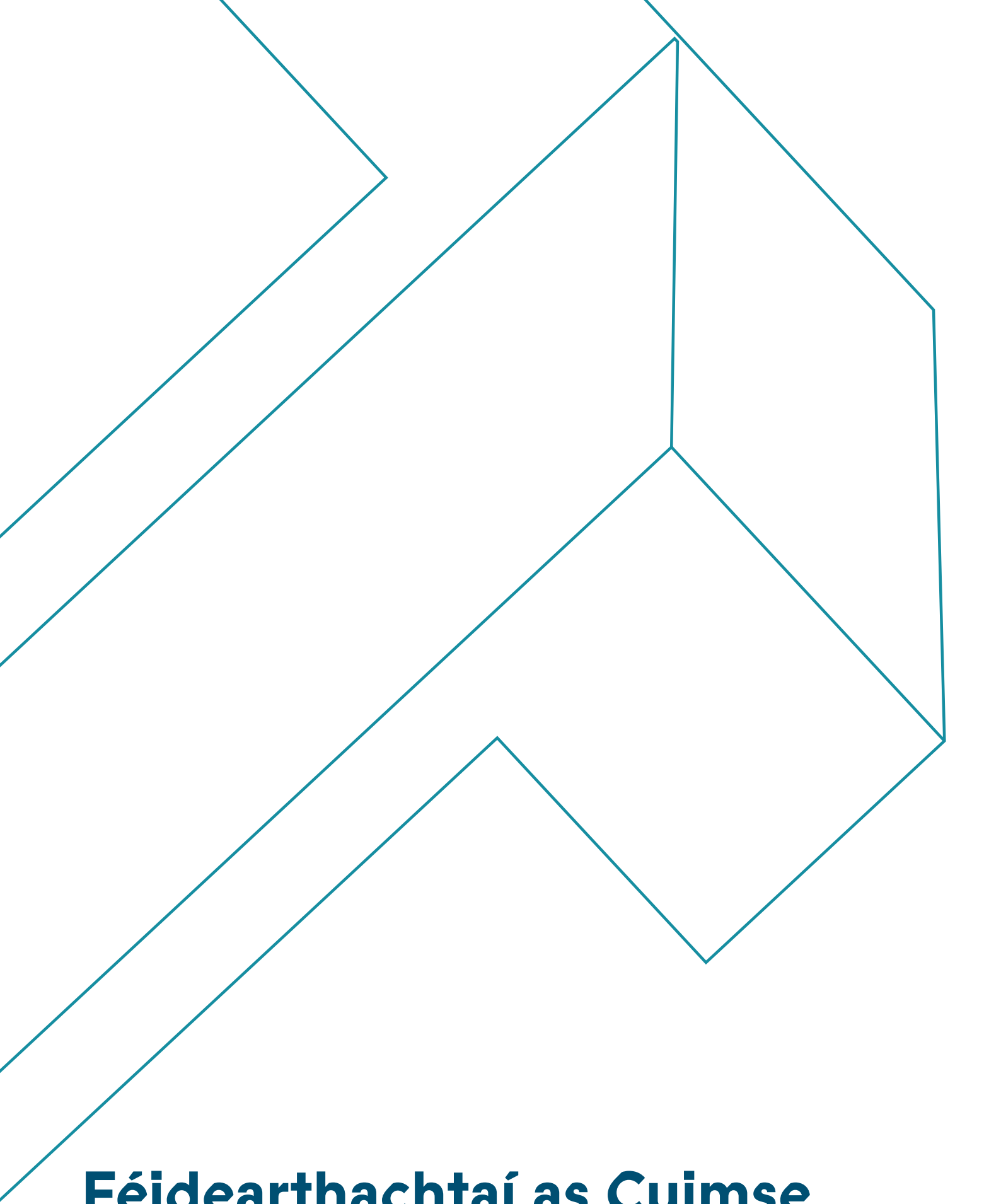




TU Dublin

Human Resources Strategy for Researchers

Action Plan 2024-2025



Féidearthachtaí as Cuimse
Infinite Possibilities

**The European Charter for Researchers and the
Code of Conduct for the Recruitment of Researchers
“A Human Resources Strategy for Researchers incorporating the Charter and Code”**

Action Plan

CASE NUMBER: 2023IE48224

NAME ORGANISATION UNDER REVIEW:

Technological University Dublin

ORGANISATION'S CONTACT DETAILS:

Rosemary Okafor rosemary.okafor@tudublin.ie OR

Declan O'Donovan declan.odonovan@tudublin.ie

SUBMISSION DATE: 10TH JANUARY 2024

DATE ENDORSEMENT CHARTER AND CODE: 11TH JANUARY 2023



1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

Staff & Students	Headcount
Total researchers = staff, fellowship holders, bursary holders, research postgraduate students either full-time or part-time involved in research.	1,001
Of whom are international (i.e. foreign nationality)	410
Of whom are externally funded (i.e. for whom the organisation is host organisation)	583
Of whom are women	611
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	271 ¹
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	38 ²
Of whom are stage R1 = in most organisations corresponding with doctoral level	692 ³
Total number of students (if relevant)	26,670
Total number of staff (including management, administrative, teaching and research staff)	3,109

1 R3/R4 = Principal Investigators, Experienced Researchers and Research Supervisors
 2 R2 = Post-Doctoral Researchers and Senior Post-Doctoral Researchers
 3 R1 = PhD Students, Early Stage Researchers and Research Assistants

Research Funding (figures for most recent fiscal year)	€ million
Total annual organisational budget	23.289 ⁴
Annual organisational direct government funding (designated for research)	6.285
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	16.081
Annual funding from private, non-government sources, designated for research	0.923

Organisational Profile

Technological University Dublin (TU Dublin) was established by statute on 1 January 2019 through a merger of three former Institutes of Technology

- Dublin Institute of Technology (DIT) – established 1992⁵.
- Institute of Technology Tallaght (ITT) – established 1992.
- Institute of Technology Blanchardstown (ITB) – established in 1999.

TU Dublin now has five campuses and is among the largest providers of Higher Education in Ireland. Led by President David Fitzpatrick and the University Executive Team (UET), a major organization design process is underway to integrate all University activities and deliver on the ambitious Strategic Intent 2030

[TU-Dublin-Strategic-Intent-2030.pdf](#)

4 [TU-Dublin-Financial-Statements-31-August-2021-incl-Audit-Cert.pdf](#)

5 The first of DIT's predecessor colleges, the City of Dublin Technical Schools, was founded in 1887

Our Values



Excellence

In TU Dublin is about potential. We strive to do our best and bring the best out in others, aiming for high standards of service, good practice and commitment to continuous growth and improvement.



Inclusion

In TU Dublin is about difference and diversity. We strive to foster an environment that encourages and celebrates this for individuals and groups, creating a safe space where people feel a sense of belonging and connection.



Impact

In TU Dublin is about positive change. We strive to invest our collective efforts into creating meaningful and lasting change in lives and actively seek opportunities to address the challenges facing the world.



Respect

In TU Dublin is about the intrinsic value of each person. We have deep regard for the feelings, needs and rights of others and we act with integrity.

Our Staff Charter:



I demonstrate Excellence when I...

1. Strive to do my best, supporting colleagues and learners to do the same
2. Listen to and recognise new ideas and opportunities for ongoing improvement
3. Am responsive, replying to or acknowledging messages from colleagues and stakeholders in a timely manner
4. Approach my work with a can-do attitude, proactively seeing solutions to problems
5. Foster effective communication, collaboration and connections
6. Share information with others and seek assistance when needed
7. Seek and offer constructive feedback



I demonstrate Inclusion when I...

1. Embrace different culture, identities, genders, abilities, diversity of thought, knowledge and experiences
2. Acknowledge and value the contributions of all colleagues
3. Willingly engage with and learn from colleagues
4. Nurture a sense of collective belonging and achievement
5. Listen in an active way without judgement
6. Give consideration to the well-being of others, offering support when needed
7. Use respectful and inclusive language



I demonstrate Impact when I...

1. Show a commitment to preserving the heritage and ensuring the future success of TU Dublin
2. Recognise our learners are at the heart of our work, regardless of my role in the University
3. Consider the bigger picture and align my actions with our strategic goals
4. Engage with internal and external stakeholders to remove obstacles to progress
5. Take ownership, understanding my role supports the wider university mission
6. Embrace change and the opportunities it provides
7. Incorporate and advocate responsible sustainable practices



I demonstrate Respect when I...

1. Treat everyone equally and with dignity regardless of grade, title or characteristic
2. Demonstrate confidence in my colleagues to perform their duties
3. Exhibit a courteous demeanour in my conversations about others and the University
4. Make decisions with integrity and transparency
5. Hold myself accountable for my actions and their impact
6. Encourage conflict de-escalation
7. Speak out when I observe behaviours that contradict our core values

TU DUBLIN
OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLAIRH
TECHNOLOGICAL
UNIVERSITY DUBLIN

Our Mission:

Building on our histories and heritage, our mission is the pursuit of: Excellence in student-centred learning; Practice-led impact-focused research and deep discipline engagement; and Co-creation of teaching, learning and research

Our Vision:

Our ambitious vision is to create a better world together

TU Dublin at a Glance



5
campuses



30,000+
students



8,000+
part time students



2,500+
international students
from 140 countries



18%
STEM
% of national provision



14%
business
% of national provision



21%
services
% of national provision



24%
apprenticeships
% of national provision



**Award Winning
Staff**



1:17
Staff : Student Ratio



**Athena SWAN
Bronze Award**



8,000+
graduates per year



26%
of undergraduate
new entrants via
access routes



1,000+
academic
collaborations



800+
collaborations with
industry



1,000+
students working
with community
organisations



OLLSCOIL
TEICNEOLAÍOCHTA
NA HEORPA

Partner in the EU+

Alliance of 8 European universities



Award Winning
Technology
Transfer Activities



7,000 m²
of incubation space



100+
start-ups p.a.
(facilitated on campus)



200
entrepreneurs p.a.
(on TU Dublin enterprise
programmes)



+75% in
research award value
(over the past 3 years)

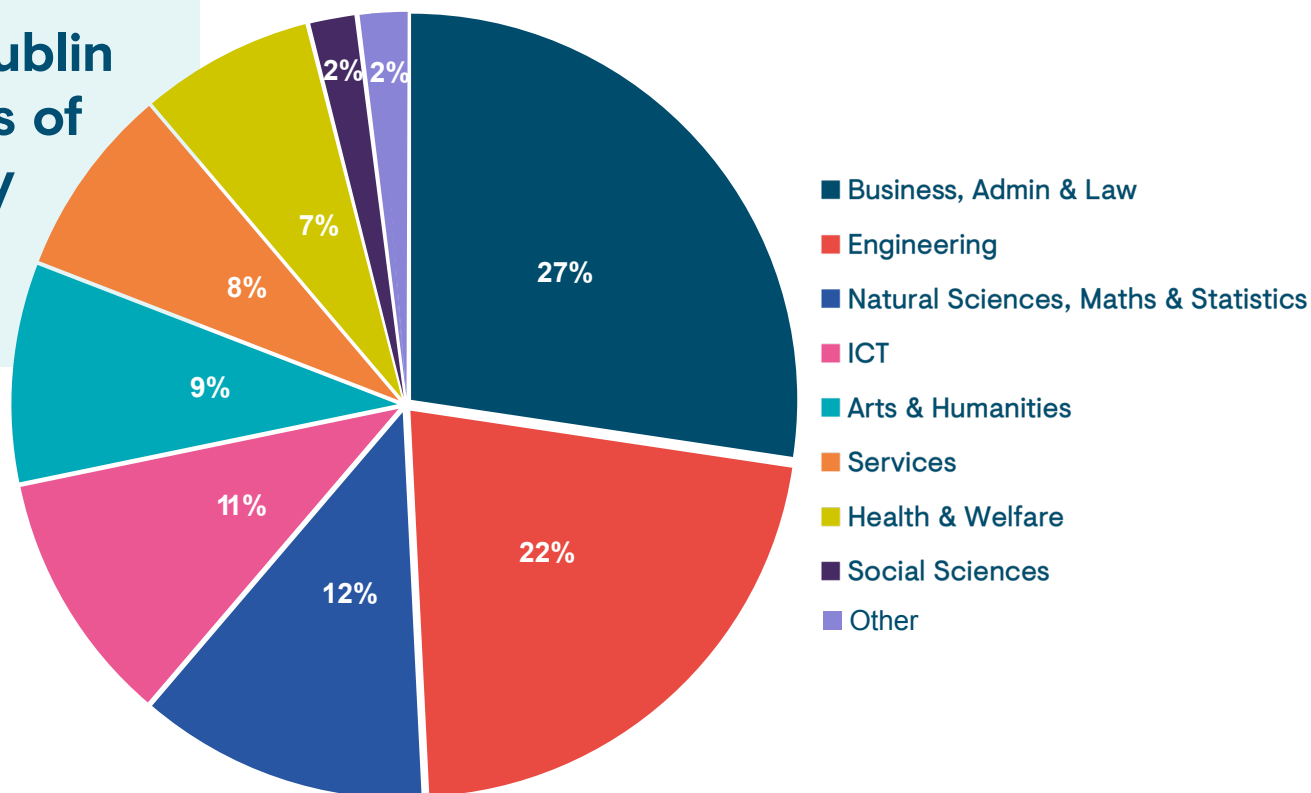


20,000+
citations
(in the past 5 years)



+11M
Open access research
download Arrow@TUDublin

TU Dublin Fields of Study



2. Strengths & Weaknesses Of The Current Practice:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Ethical and Professional Aspects

Strengths

TU Dublin has a Research & Innovation (R&I) Academy led by the Vice President for Research and Innovation (VPRI), which is responsible for translating the institutional vision and strategy into a University R&I strategy, and the implementation of this strategy.

We also have a new organisational structure for the Research & Innovation Services function, made up of five key functional entities: Graduate Research School, Research Support Services, Innovation & Knowledge Transfer, Impact & Engagement and Research Integrity & Ethics. These all provide services to the TU Dublin Research Community.

TU Dublin Research Hubs provides a platform for the support of a community of researchers performing research and collaborating to contribute solutions to a range of societal challenges.

A dedicated Head of Research Ethics & Integrity with a Research Ethics committee that looks after all issues regarding research ethics.

Research Integrity training for researchers facilitated by our Graduate Research School and Research Integrity & Ethics.

We have a Research and Innovation Awards ceremony in recognition of the research and innovation community's positive contributions - a formal recognition, acknowledgement and celebration of exceptional achievements.

An Innovation & Knowledge Transfer Office which supports the commercialisation of intellectual property arising from university research.

We have TU Dublin's Code of Conduct for all our researchers ensuring excellence in research integrity.

To support Professional Responsibility, we have a dedicated Research Support Librarian who provides support and guidance on effective search strategy, responsible literature review and methodological approaches and referencing.



From TU Dublin Research & Innovation Awards Ceremony

A dedicated Pre-Award office which supports all activities from project idea generation to application submission and a dedicated Post-Award office which supports all activities associated with project set up and management.

A comprehensive Graduate Research Regulations for all Research Postgraduate students.

Very clear guidance to researchers concerning intellectual property rights (IPR) regulations and contractual obligations.

Extensive induction training to all new Research Postgraduate Students which includes national, sectoral and University regulations governing their training and conditions.

TU Dublin Open Access Policy making research output freely available to all by disseminating research results quickly and effectively.

A new Research Information Management system for the collection, management, analysis, and dissemination of a broad set of research information such as publications, grants, impacts, and projects.

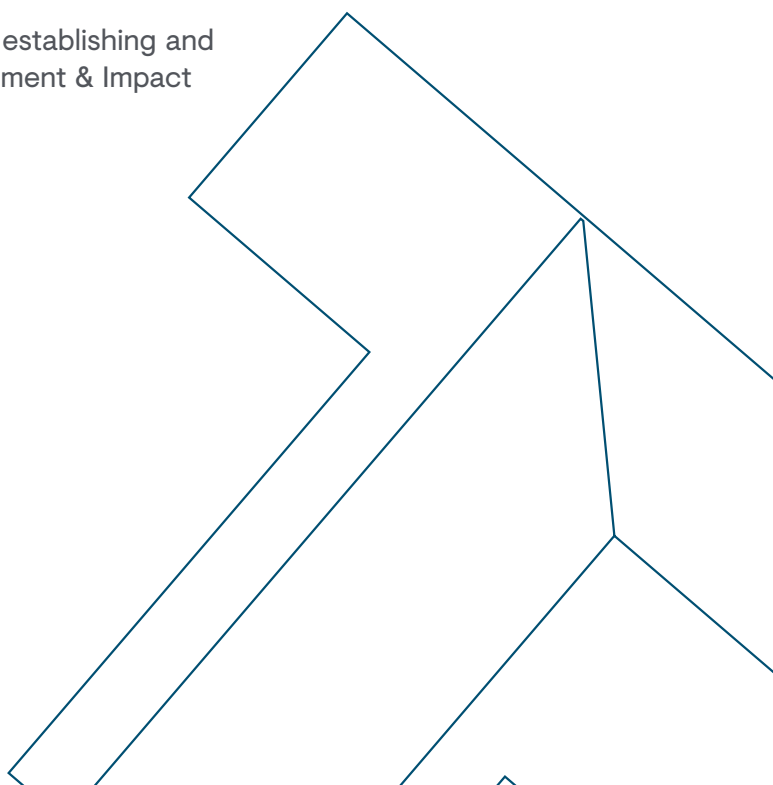
Weaknesses

To continue the improvement process, we need to continue reviewing existing policies and procedures for Research Ethics and Integrity following the creation of TU Dublin Jan 1st 2019 with the amalgamation of 3 institutes of technology in the Dublin area – Dublin Institute of Technology, Institute of Technology, Blanchardstown, and Institute of Technology, Tallaght.

We have identified that the enhancement of data management could be assisted greatly by the introduction of data management planning software.

To take a lead in the areas of open research practices, we have identified the need to put a new Open Research Support Unit in place to assist with the greater dissemination of research outputs.

In addition to open research, the university will look at establishing and implementing a formal framework for Research Engagement & Impact



Recruitment and Selection

Strengths

As a public sector Higher Education Institution, TU Dublin recruitment and selection policy is guided by the overarching policy framework of public sector recruitment, and in respect of researcher recruitment by the National Researchers Career Development & Employment framework.

TU Dublin Research & Innovation Strategy 2023-2028 has “Nurturing Talent” as one of its strategic action pillars. Actions under this pillar focus on attracting, training, mentoring, incentivising and supporting the career development of our researchers and innovators.

A dedicated HR Business partner for Research recruitment, selection and appointment.

TU Dublin has a robust recruitment and selection policy and procedures which has the OTM-R embedded in it.

We have a dedicated ‘Research Staffing Manual’ (guidance document) to assist all recruiting line managers in the recruitment process.

We have a ‘License to Recruit’ training for all selection board members which includes sessions on unconscious bias and awareness of discrimination grounds listed under national legislation.

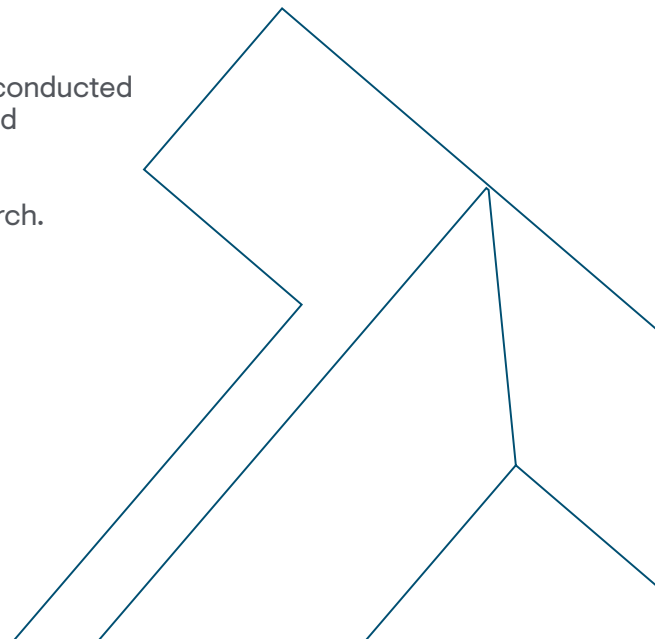
TU Dublin has a detailed candidate brief for job vacancies including research positions, clearly outlining the appropriate requirements and criteria for entry into the University (essential and desirable criteria).

TU Dublin holds an Athena Swan full Institutional Bronze Award in recognition of the University’s commitment to the attainment of gender balance and equality of opportunity among the students and staff of the University.

Gender balance is further ensured by the requirements in the University’s Selection Procedures for the composition of Selection Boards.

Our talent search is underpinned by a robust planning process conducted prior to advertisement to ensure transparency and a merit-based recruitment.

We have an extensive online e-recruit system for our talent search.



Weaknesses

There can be information overload for potential recruitment candidates with little signposting to the specific research recruitment and selection information - a need for a dedicated policy and procedure document for research recruitment, and a guideline document for candidates.

First time project management researchers can experience difficulty in understanding university processes for the approval and hiring of new staff.

While the University has formal guidelines for the selection of research staff, similar clear guidelines are needed to assist research supervisors with the selection of Research Postgraduate Students (R1 researchers).

Working Conditions

Strengths

TU Dublin fully supports the Researcher Career Development and Employment Framework (RCDEF) by the IUA and approved by all stakeholders in 2019 <https://www.iua.ie/for-researchers/researchersalary-scales-career-framework/>.

TU Dublin also aligns its salary scales for researchers in line with the sector wide norm as published by the Irish University Association (IUA) [IUA 4 Researchers Salary Scales-Career-Framework](#).

The University has a 5 year postdoctoral researcher fellowship, as a mechanism to reduce the precarity of multiple short term contracts and to give postdoctoral candidates more certainty in their employment tenure.

The university offers health & safety training and laboratory practice training in recognition of statutory obligations and under Health & Safety Legislation - Also a comprehensive programme of wellbeing and health promotion initiatives to support all staff.

An inclusive working environment where all staff are treated with dignity and respect and supported to reach their full potential.

We offer support to people with disabilities to ensure that all have equal access to every aspect of the University including employment, training, promotion, and career development.

There are blended working arrangements for all staff - work/life balance to help reduce stress, improve employee motivation, performance and productivity, as well as enhance the attractiveness of the University as a place to work.

TU Dublin has appropriate protection for intellectual property (IP) rights in place, particularly in the case of collaborative research.

Strengths Cont.

We have Research Hubs that can be accessed by research centres and individual researchers, which provide a range of hard infrastructure (buildings, lab space, workstations, research equipment, etc.) and soft infrastructure (seminars, invited speakers, journal clubs, business development expertise, funding proposal expertise, etc.).

The University holds an Athena Swan full institutional Bronze award since 2022 with the School of Mathematics and Statistics to be the first school to achieve the Athena Swan Bronze award conferred on a School.

We have a gender representation requirement for all Selection Boards and decision making committees in the university.

Our comprehensive Recruitment, Selection & Appointment policy and Research Staffing manual are committed to removing any mobility experiences barriers in research staffing. Also we value mobility by facilitating the Hosting Agreement work permit scheme.

The University has a dedicated webpage - Career Development Centre, with access to a wide variety of resources regarding career advice.

TU Dublin Code of Conduct outlines the importance of authorship and how we fully support the right of researchers to be recognised for their research contribution.

We have clear guidelines on the Procedures in the event of Suspected Research Misconduct and a grievance policy in relation to a workplace issue.

Weaknesses

The University has identified the need for more training and networking initiatives required to help integrate researchers into the wider university, such as orientation days, networking events and a career planning day with industry involvement.

Our current Researcher Career Development Programme modules require reviewing to develop knowledge, skills and attributes to:

- Produce excellent research
- Develop transferrable skills
- Engage in career development & planning
- Explore career opportunities.

There is a national-level decision that prevents Technological University staff members employed on researcher contracts from being admitted to the university pension scheme. TU Dublin will continue to advocate for change to this national decision, so that research staff it employs can avail of pension arrangements consistent with those provided to research staff in universities and public bodies outside the technological university sector.

Strengths

TU Dublin has a dedicated Researcher Career Development Manager with responsibility for developing, coordinating, managing and delivering the annual researcher training and development programme.

We offer a range of training for all staff including suite of online training modules through the LinkedIn training platform.

We offer a Licence to Supervise training for all who supervise Research Degrees at the University in line with section 1.7 of the Graduate Research Regulations.

We also offer training and support to Senior Management, including Senior Researchers such as the Leadership Development Programme and the Aurora Leadership Programme for women in leadership roles.

Students and supervisors maintain a written record of meetings and progress, the research logbook.

Open day events for Researchers such as the Researcher Training Summer workshops held this year 2023 People-development Calendar of events

In addition to training opportunities, we offer mentoring programmes for our early stage researchers.

Our Progression system for researchers is by way of open competition.

TU Dublin Innovation supports our academics ready to engage in and/or further develop research innovation and commercialisation.

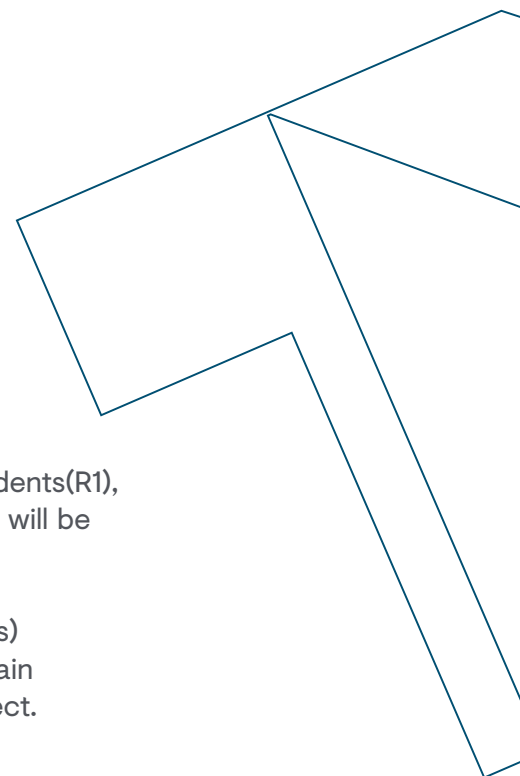
TU Dublin organises Industrially Focused Research Funding Seminar about exciting research funding opportunities.

Weaknesses

While the university has a logbook system for Research Postgraduate Students(R1), (R2 to R4) researchers do not use this system as well as they should – this will be addressed in the action plan.

There is a challenge identified in relation to new principal investigators (PIs) who are successful in being awarded research funds, there is a need to train these PIs on how to manage the researchers as well as the research project.

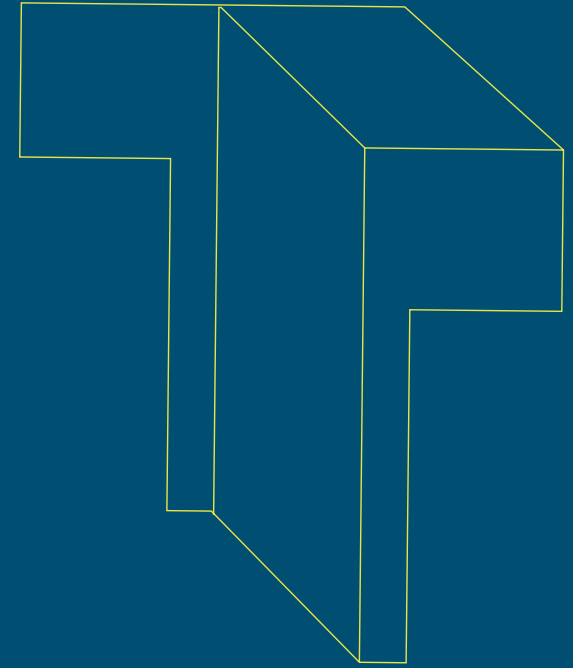
The competencies we use for recruitment and for development of training initiatives are in line with the sector wide framework. However, to assist and enhance our processes, we have identified the need to review the EU competency framework (ResearchComp) to support the recruitment & training of researchers in the University.



3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

<https://www.tudublin.ie/for-staff/human-resources/hr-excellence-in-research/>



The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

“A Human Resources Strategy for Researchers incorporating the Charter and Code”

**Technological University Dublin
Human Resources Strategy for Researchers**

**Action plan
2024 – 2025**

Action No	Description of Action	GAP Principle	Timing	Responsible Unit	Indicator(s) Target(s)	Status
Ethical & Professional Aspects						
1.	1a. To review and update existing Ethics policy and structures (Principle 2)	2. Ethical principles	Q3 2024	Ethics & Integrity (Head of Research Ethics & Integrity, Research & Innovation)	<ul style="list-style-type: none"> Review of policy by Research and Innovation Academy Internal and external consultation Policy approval Initiating the implementation Process – Sept 2024 	New
	1b. To review and update existing website/ Guidance material. (Principle 2)		Q1 2024		<ul style="list-style-type: none"> Scoping review to identify and prioritise required guidance material Research and Innovation Academy consultation Publication of high priority documents to website – Feb 2024 	New
2	2a. To review and update existing Research Integrity policies. (Principle 2)	2. Ethical principles	Q1 2024	Ethics & Integrity (Head of Research Ethics & Integrity, Research & Innovation)	<ul style="list-style-type: none"> Draft new policy Internal & External consultation Governing Body Audit and Risk Committee Review Policy approval – Mar 2024 	New
	2b. To review and update existing Research Integrity procedures. (Principle 2)		Q3 2024		<ul style="list-style-type: none"> Draft new procedures Internal consultation 	New

					<ul style="list-style-type: none"> • Consultation with social partners • Research and innovation Academy review • Finalised procedures implemented – Sept 2024 	New
3.	To implement a Data Management Planning software. <i>(Principle 6)</i>	6. Accountability	Q4 2024	Library Services (Assistant Head of Library Services and Data Librarian)	<ul style="list-style-type: none"> • Initial set up • Pilot and review • System refinements • Go-live – Dec 2024 	New
4.	To increase open research practices. <i>(Principle 8)</i>	8. Dissemination, exploitation of results	Q4 2024	Library Services And Research & Innovation (Assistant Head of Library Services and Data Librarian and Head of Research Support Services)	<ul style="list-style-type: none"> • Recruitment in place by Dec 2024 for <ul style="list-style-type: none"> - Data Librarian recruitment - Data manager recruitment - Open Research Support Unit (ORSU) administrator recruitment • Final action plan and framework published – Dec 2024 	New
5.	To implement a Research & Innovation Impact Framework. <i>(Principles 8 & 22)</i>	8. Dissemination, exploitation of results 22. Recognition of the profession	Q3 2025	Research & Innovation (Head of R&I - Impact & Engagement)	<ul style="list-style-type: none"> • Provision of Research Impact Training events and clinics for staff • Implementation of framework • Evaluation of effectiveness of framework – Aug 2025 	New

6.	To implement a Research & Innovation Engagement Framework. <i>(Principle 8 & 9)</i>	8. Dissemination, exploitation of results 9. Public engagement	Q4 2025	Research & Innovation (Head of R&I - Impact & Engagement)	<ul style="list-style-type: none"> • Evaluation with internal and external stakeholders • Development of full framework for Research Engagement • Piloting a range of research engagement supports • Implementation of framework for Research Engagement • Evaluation of effectiveness of framework – Oct 2025 	New
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Recruitment & Selection

7.	To review and update the recruitment, selection and appointment policy for researchers. <i>(Principle 12 & 13)</i>	12. Recruitment 13. Recruitment (Code)	Q4 2024	Human Resources (Research HR Business Partner)	<ul style="list-style-type: none"> • Draft revised policy • Internal consultation process • Policy approval and Implementation – Dec 2024 	New
8.	8a. To review existing Selection protocol for Research posts with the view towards wider participation of external board members <i>(Principle 14)</i>	14. Selection (Code)	Q3 2024	Human Resources (Research HR Business Partner)	<ul style="list-style-type: none"> • Draft revised procedure • Internal consultation process • Policy approval and Implemented – Sept 2024 	New
	8b. To review and update the Research manual (an SOP for research managers and researchers) <i>(Principle 14)</i>	14. Selection (Code)	Q4 2024		Draft revised procedures /guidelines document <ul style="list-style-type: none"> • Internal consultation process • Policy approval and Implemented – End Dec 2024 	New

9.	To develop a new candidate guide for researchers (Principles 12,13,14) – information pack for candidates	12. Recruitment 13. Recruitment (Code) 14. Selection (Code)	Q3 2025	Human Resources (Research HR Business Partner)	<ul style="list-style-type: none"> • Draft new candidate guidelines document • Internal consultation process • Document approval and Implemented – Sept 2025 	New
10.	To implement a formal system to measure / monitor HR recruitment, selection and appointment procedures to ensure OMT-R compliance (<i>Principle 12</i>)	12. Recruitment	Q4 2024	Human Resources (HR Policy & Systems Senior Manager and Research HR Business Partner)	<ul style="list-style-type: none"> • Draft review of system/ report data required • Internal Management consultation process • Pilot run • Review and redesign of system reports • Internal Management consultation process • System implementation – Oct 2024 	New
11.	To implement formal Guidelines for the selection of PhD students. (<i>Principle 14</i>)	14. Selection (Code)	Q2 2024	Graduate Research School (Head of Graduate Research School)	<ul style="list-style-type: none"> • Draft New Guidelines for Supervisors • Graduate Research School Board Consultation • Graduate Research School Board Approval • Academic Quality Assurance and Enhancement Committee Approval • Implementation – June 2024 	New

Working Conditions & Social Security

12.	12a: To publish revised a TU Dublin’s Equality Statement 2023-2028 <i>(Principles 10, 24 & 27)</i>	10. Non-discrimination 24. Working Conditions 27. Gender balance	Q1 2024	Equality, Diversity & Inclusion (Director, EDI)	<ul style="list-style-type: none"> • University Executive approval • Equality Diversity & Inclusion Committee / Governing body • University Governing Body final approval • Policy approval and Implemented – Jan 2024 	New
	12b: To implement a TU Dublin’s Equality, Diversity & Inclusion Equal Opportunities Policy <i>(Principle 10 and 27)</i>		Q2 2024			<ul style="list-style-type: none"> • University Executive Team Approval • Internal consultation process • University Governing Body final approval – Jun 2024
13.	13a: To implement a Mentoring programme <i>(Principle 28)</i>	28. Career development	Q3 2024	Human Resources (Research Career Development Manager)	<ul style="list-style-type: none"> • Establish Research Mentoring Programme Guidelines • Pilot run Training Sessions for both Mentee and Mentor Roles • Pilot Mentoring Partnerships • Feedback from pilot partnerships • Establish Full Mentoring Programme for Researchers – Sep 2024 	New
	13b: To develop Researcher Career Development Training Programme modules geared for different levels of career stage <i>(Principle 28)</i>		Q1 2024			<ul style="list-style-type: none"> • Review of current Researcher Career Development Programme • Internal consultation process • Launch of new Researcher Career Development Programme – Mar 2024

14.	14a: To deliver Orientation for all new researchers (to be performed by the PI). (<i>Principle 28</i>)	28. Career development	Q1 2024	Human Resources (Research Career Development Manager)	<ul style="list-style-type: none"> • Include this information in the training for PIs “How to Lead a Successful Research Project • Inform PIs regarding responsibility for orientation for the new researchers – Mar 2024 	New
	14b: To run a Networking event each year (<i>Principle 28</i>)		Q2 2024		<ul style="list-style-type: none"> • Run a Pilot TU Dublin Researcher Networking Event • Collect Feedback on the Pilot event • Communicate with external stakeholders • Organise TU Dublin Researcher Networking Event • Collect Feedback on the event • Lessons Learnt document and an SOP on how to run future events – May 2024 • Establish networking event as a yearly event – academic year 2024-2025 	New

15.	15. To organise Career Planning Day and invite industry. <i>(Principle 30)</i>	30. Access to career advice	Q3 2024	Human Resources (Research Career Development Manager)	<ul style="list-style-type: none"> • Run Pilot Career Development Workshop in collaboration with the Career Centre • Meet with Career Centre for provision of training on Career Coaching • Link in with Innovation Office to obtain a list of suitable industry partners • Run two Career Development Workshops a year • Contact relevant Industry Partners • Provide Career One to One Sessions for researchers • Run the first Industry Networking Event – Sep 2024 • Run another Industry Networking Event – May 2025 	New
16.	To establish industry links – training programme by linking in with TU Dublin Innovation and partnership VP. <i>(Principle 30)</i>	30. Access to career advice	Q4 2024	Innovation & Knowledge Transfer Office (Head of Innovation & Knowledge Transfer)	<p>To run 6 numbers of clinics per year</p> <p>Number of attendees per year (target 100)</p>	New
17.	To develop a policy regarding teaching for Research staff as part of their development. <i>(Principle 33)</i>	33. Teaching	Q3 2024	Research & Innovation (Vice President, Research & Innovation)	<ul style="list-style-type: none"> • Draft new policy guidelines • Internal consultation process • Policy approval and Implemented – Sept 2024 	New
18.	To carry out a review of the provision of additional office facilities for Researchers in the university, including a PhD student. <i>(Principle 24)</i>	24. Working conditions	Q4 2025	Research & Innovation (Vice President, Research & Innovation)	<ul style="list-style-type: none"> • Assign a Chair to the working group review • Assignment of working group members • Group to review existing office facilities arrangements • Group to make recommendations to VP Research & Innovation – Dec 2025 	New

<p>19.</p>	<p>19a. The enrolment of researchers in a pension scheme (Principle 26) <i>NB: It should be noted that this issue is outside the remit of the university to approve. Continue to advocate for a reversal of a previous government decision that prevents staff on research contracts in the Technological University sector for being admitted to the university pension scheme.</i></p>	<p>26. Funding and salaries</p>	<p>Q3 2024</p>	<p>Research & Innovation (Vice President, Research & Innovation)</p>	<p>Continued advocacy on the national issue Continue to lobby governing Department to approve</p>	<p>New</p>
	<p>19b. Review the current payment of stipends by the University to PhD students (tax free living allowance payments to R1 researchers) with a view to assessing the financial viability for increasing stipends. The review should also look at a broader advocacy of research funders to ensure the equality of treatment with regards to such stipends.</p>				<ul style="list-style-type: none"> • Review carried out & Recommendation made • Internal Management consultation process – • University Executive approval • Approved Actions Implemented – Q3 2024 	

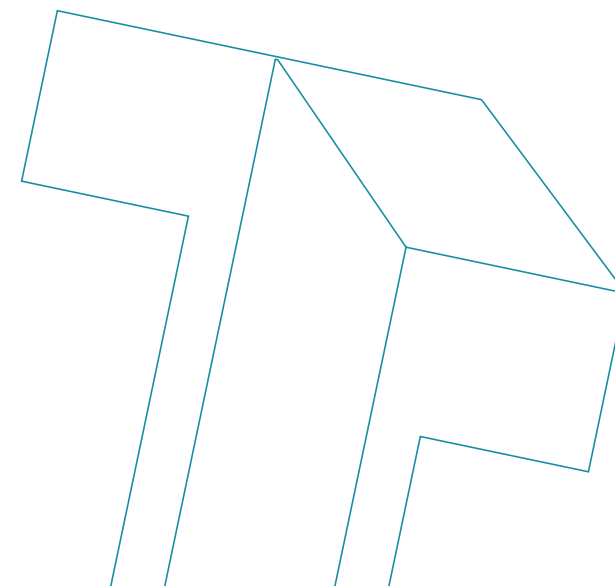
Training & Development

20.	To review and update existing Researcher Logbook for meetings with their PI. <i>(Principles 36, 37, 40)</i>	6. Accountability 33. Teaching 37. Supervision and managerial duties 40. Supervision	Q2 2024	Human Resources (Research Career Development Manager and Research HR Business Partner)	<ul style="list-style-type: none"> • Explore examples of Efficient Researcher Logbooks • Draft Researcher Logbook for TU Dublin • Feedback on Draft version of Researcher Logbook • Promote the Researcher Logbook among all research staff and upload it on the website • Include a shorter version of the Researcher Logbook in Career Development Plan • Include Researcher Logbook in the Offer Letters to new Researchers – Jun 2024 	New
21.	Training & Development for Experienced Researchers to include 21a – To establish licence to Lead a Research Project for PIs <i>(Principle 36, 40)</i>	36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	Q3 2024	Human Resources (Research Career Development Manager)	21a <ul style="list-style-type: none"> • Consult with Research Support Unit on content for Licence to Lead a Research Project • Pilot training session on 2 mornings • Feedback on sessions • Lessons learnt • Run 2 sessions a year starting – Sep 2024 	New
	21b – To expand the leadership training programme to include spaces for Lead Researchers. <i>(Principle 37)</i>		Q3 2024		21b <ul style="list-style-type: none"> • Internal consultation on opportunities and constraints of the programme for researchers • Include 2 dedicated spaces a year on the programme starting in academic year – Sept 2024 	New

22.	To clarify the responsibilities / roles for supervision of researchers (<i>Principles 36, 37, 40</i>)	36. Relation with supervisors 37. Supervision and managerial duties	Q4 2024	Human Resources (Research Career Development Manager and Research HR Business Partner)	<ul style="list-style-type: none"> • Establish a working group to review the issue and make recommendations Prepare a report with recommendations • Approval and sign off; Implement approved recommendations in recruitment and contract assignment documentation – Dec 2024	New
23.	To review of the use of the EU competency framework to support the recruitment & training of researchers in the University. (<i>Principle 40</i>)	40. Supervision	Q1 2025	Human Resources (Research Career Development Manager and Research HR Business Partner)	<ul style="list-style-type: none"> • Review new competency framework Make recommendations for use to augment existing recruitment/ training initiatives HR Management approval of recommendations Begin Implementation & incorporation into existing procedures – Mar 2025	New

24.	To give frequent updates on recent development on supervision (Graduate Research School to work with People Development on events) (<i>Principle 40</i>)	36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	Q4 2024	Graduate Research School (Head, Graduate Research School) & Human Resources (Research Career Development Manager)	<ul style="list-style-type: none"> • Draft schedule of training events for research student supervisors • License for New Supervisors (1 per Semester i.e. 2 annually) • Updates for All Supervisors (Online element and 1 workshop annually) • Write content for online training for research student supervisors • Develop online training for supervisors • Deliver Licenses for New Supervisors and Updates for All Supervisors – Dec 2024 	New
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The basis of TU Dublin's Gap Analysis and Action plan were the OTM-R Toolkit, the OTM-R checklist and the 40 principles including the Recruitment principles of the Charter and Code.

We found after our thorough self-assessment in both the Gap Analysis and OTM-R Checklist, TU Dublin complies with the majority of the OTM-R principles. However, the need for continuous improvement / enhancement was identified in most of our action plan.

TU Dublin within its Human Resources department has a recruitment team, an onboarding team and a dedicated recruitment & onboarding team for all research recruitment. These teams specifically look after all the recruitment processes making sure the rules and regulations are complied with.

We have the Open, Transparent and Merit-Based Recruitment (OTM-R) principles embedded in our policies, practices and processes where Research positions are advertised both locally and internationally to encourage a wide pool of candidates to apply, and to attract international and underrepresented groups. All our selection boards must meet the criteria of a gender balanced board and the board remains the same throughout the shortlisting stage to the interview stage. Feedback is given to both selected and unselected candidates and there is also an appeal process. TU Dublin is however looking into an action to help with the collation of relevant data to help monitor and make better assessments of the trends and issue report accordingly.

The main actions that will be carried out to address the principles of the OTM-R will be;

1. Review and update the recruitment, selection and appointment policy with a view to putting in place a dedicated policy for the researcher's cohort of staff. This policy would seek to address the distinct challenges of recruiting researchers and ensuring the OTM-R guidelines are explicitly covered – **Action 7**
2. A dedicated Research manual with all the criteria described in C&C AND OTM-R toolkit – **Action 8b**
3. Review existing Selection protocol for Research posts with the view towards wider participation of external board members – **Action 8a**
4. Launch awareness and communication on HRS4R and OTM-R and strengthen researchers' knowledge about the principles of the C&C in TU Dublin through these actions
 - a) Deliver Orientation for all new researchers – **Action 14a**;
 - b) Run a Networking event each year – **Action 14b**;
 - c) Organise Career Planning Day – **Action 15**;
 - d) Establish license to Lead a Research Project for PIs – **Action 21a**
5. To implement formal Guidelines for the selection of Research Postgraduate Students – **Action 11**
6. To implement a formal system to monitor HR research recruitment, selection and appointment procedures – **Action 10**

These tasks will be implemented by Human Resources in conjunction with the People Development Unit and the Graduate Research School.

We will continuously strive to improve all aspects of our recruitment guidelines, policies and procedures. The OTM-R toolkit is a toolkit for this continuous improvement. It was very invaluable during our internal selfassessment and will be very useful for the implementation and monitoring of actions.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: [Recruitment,-Selection-and-Appointment--Policy-14.08.23.pdf](#)

4. Implementation

General overview of the expected implementation process:

The HRS4R Implementation process (next phase) will take the form of a project. The project will be structured in a similar vein to the original application phase with a Steering Committee for oversight and an Implementation Committee to deliver on the Action Plan. We will also conduct surveys to measure and monitor the implementation progress during implementation.

The Steering Committee has the overarching responsibility for the whole process and will oversee actions implementation and progress. (See Process Application document for membership).

The Steering Committee will:

I. Provide guidance and assistance in the prioritisation of action plans to address the identified gaps in current provision against the EU 40 principles.

II. Oversee progress of the Implementation Committee of the HRS4R process to ensure adherence to agreed timelines for delivery.

III. Provide guidance to the Implementation Committee in respect of university strategic direction, Research & Innovation key priorities and external policy/legislative requirements and updates.

IV. Provide guidance on any related matters that may arise during the course of the HRS4R implementation process. The HRS4R Steering Committee will meet 3 times in the first year of implementation and 3 times in the second year.

The Chair of the Steering Committee will update the Research Academy and The University Executive Team. An implementation Committee will be formed to ensure operational and executive implementation. It is envisaged that this Committee will have cross Faculty representation, a representative for researchers R1 to R4, a representative from HR, a representative from Research & Innovation; a representative from Graduate Research School and a project coordinator.

All actions identified in the Action Plan 2024-2025 have an identified organisational unit with responsibility for the action together with a named action owner.

The HRS4R Implementation Committee will:

I. Carry out a progress review of all actions identified in the Action Plan

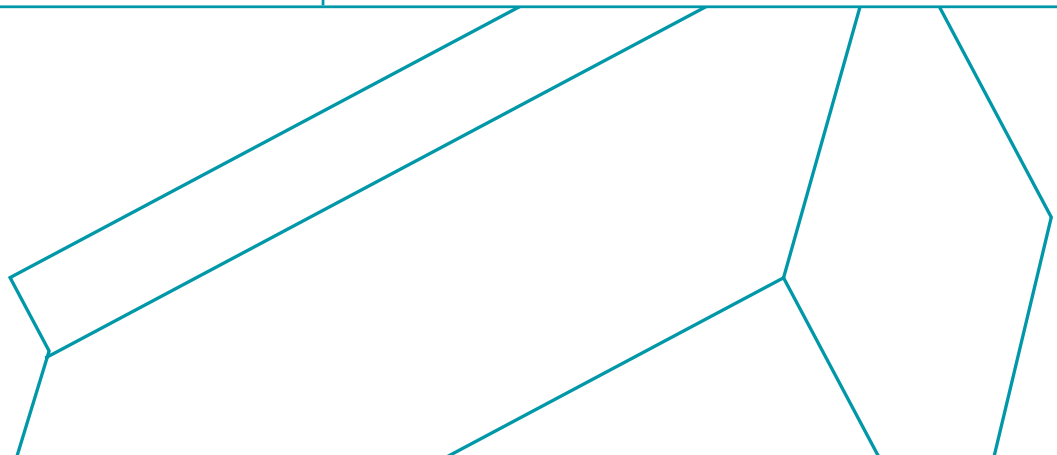
II. Consult and ensure each stakeholder / action holder is consulted accordingly.

III. Monitor and evaluate progress of the stakeholders / action holders to ensure adherence to agreed timelines for delivery.

IV. Keep the Steering Committee updated with progress of implementation of actions.

V. Update the steering Committee of any HRS4R developments.

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Both the HRS4R Steering Committee and Implementation Committee will meet 3 times in the first year of implementation and times in the second year. Human Resources will have a dedicated project co-ordinator that will coordinate both the Steering Committee and Implementation Committee to plan and administer the activities during the implementation process and will proactively follow-up to ensure that the actions are introduced and followed through. (also see general overview of the expected implementation process above)</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community will be involved in the implementation process in various ways.</p> <ul style="list-style-type: none"> - Through the Implementation Committee, having representation from R1 to R4. - Through action owners from various organisational units. - Through updates to the Research Academy. - Through the survey that will be carried out before the first interim assessment. - Through workshop / consultations that will be carried out after the survey. <p>The entire planning process, controlling and monitoring will involve the whole University, all schools, faculties, directorates and functions.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R?</p> <p>Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>Many of our HR & R&I policies are already in line with the HRS4R. The Open, Transparent and Merit-Based Recruitment (OTM-R) principles will be used to review and update a dedicated recruitment, selection and appointment policy for researchers TU Dublin Strategic Intent 2030 recognises the importance of nurturing bright minds, creativity & ambition in the one of its 3 pillars of strategy – PEOPLE.</p> <p>HRS4R strategy is encompassed in both our Human Resources (HR) strategy and Research & Innovation (R&I) strategy. It is the first action in the R&I strategy under Nurturing Talent.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The proposed actions will be implemented under the governance of the Steering Committee and the Implementation Committee. (also see general overview of the expected implementation process above)</p>



<p>How will you monitor progress (timeline)?</p>	<p>In the Action Plan 2024 – 2025 document, there are targets and indicators linked to each action. These will be used to monitor progress of each action implementation. There will be a timeline progress and this will be monitored by the Implementation Committee through the HRS4R Co-Ordinator. The reports of the progress will be represented in a Gantt Chart and sent to Steering Committee with highlights of completed actions.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>Statistics will be collated by the office of Human Resources with the OTMR checklist as a guide to measure progress. Online surveys will be repeated and an analysis done to compare previous surveys carried out. Progress will also be measured by annual reports issued by all Schools, Faculties, Directorates and Functions.</p>

TU Dublin is committed to delivering on the increasing importance of the European knowledge driven society and is keen to continually improve under the developing principles of the HRS4R processes, in partnership with fellow institutes in Ireland and across Europe.

The University, along with other Higher Education Institutes in Ireland, will use the HRS4R processes as a platform to act in common in dealings with national and European authorities/funders to assist in improving the structural environment for researchers, particularly in terms of contractual obligations, from remuneration to general conditions.

The HRS4R process, that by its nature requires commitment from across the University, means it will also ensure TU Dublin will continually review and put in place actions that improve the immediate environment for R1-R4 researchers, so that their endeavours can operate in as positive environment that can be provided locally by The University.

The nature of the HRS4R also means actions will be supported through embedding the processes in coming revisional updates in the University's

- Strategic Intent 2030,
- Research & Innovation Strategy of Nurturing Talents (to be published in 2024) and
- Human Resources Strategy of attracting, retaining and developing the best talent (to be published in 2024).

TU Dublin has embarked on a Transformation Programme to scope, plan and articulate the transformation vision, goals and target outcomes for TU Dublin in line with its Strategic Intent 2030. This will involve mapping a realistic schedule of work that takes various organisational priorities and commitments into account and will include the development of a transformation programme roadmap to enable resource planning and assessment of the change impact across the university. The timelines set out in the HRS4R action plan may be subject to change in light of this multi-annual programme of work, while remaining within the overall permissible timelines required for accreditation.

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