

# 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”

### Maynooth University Human Resources Strategy for Researchers

#### Annex 1: Internal analysis – GAP Analysis

Initiatives already undertaken / new proposals	Implementation Fully implemented Almost but not fully implemented Partially implemented Insufficiently implemented	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
--	--	--	-------------------	------------------

#### 1. Ethical and Professional Aspects

##### 1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/ guidance/ management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>As per Maynooth University Strategic Plan (2018-2022), Maynooth University is a public research university dedicated to people, ideas and culture, a scholarly community working together to inquire and discover, to teach and learn, to create, conserve, disseminate and apply knowledge, and engage with the challenges that face modern society; through all these things in combination, we are central to innovation, economic growth, social development and cultural vibrancy, and are essential to a free, open, equal, democratic and sustainable society.</p> <p>Maynooth University embraces the academic freedom and operates within the context of the <i>Universities Act 1997</i>, which outlines: Section 14 (1): A university, in performing its functions shall—</p>	Fully implemented	None	<a href="#">Maynooth Strategic Plan 2018 -2022</a> <a href="#">Universities Act, 1997</a> <a href="#">Research Ethics Policy</a> <a href="#">Intellectual Property Management and Exploitation Policy</a> <a href="#">Research Integrity Policy</a>	No action needed

<p>(a) have the right and responsibility to preserve and promote the traditional principles of academic freedom in the conduct of its internal and external affairs, and</p> <p>(b) be entitled to regulate its affairs in accordance with its independent ethos and traditions and the traditional principles of academic freedom, and in doing so it shall have regard to— (i) the promotion and preservation of equality of opportunity and access, (ii) the effective and efficient use of resources, and (iii) its obligations as to public accountability. Section 14 (2): A member of the academic staff of a university shall have the freedom, within the law, in his or her teaching, research and any other activities either in or outside the university, to question and test received wisdom, to put forward new ideas and to state controversial or unpopular opinions and shall not be disadvantaged, or subject to less favourable treatment by the university, for the exercise of that freedom.</p> <p>MU is committed to ensuring the highest standards of integrity in all aspects of its research as outlined in the Research Integrity Policy and has endorsed the National Policy Statement on Ensuring Research Integrity in Ireland.</p>			<a href="#">National Policy Statement on ensuring Research Integrity</a>	
---	--	--	--	--

<b>2. Ethical Principles</b>				
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>Researchers at Maynooth University have a duty to adhere to the highest ethical standards when conducting research. Such research may be of a biomedical, animal or a social scientific nature, it can involve quantitative methods or qualitative approaches such as participant-observation or surveying or interviewing participants. In all cases, it is important that the research is designed to give full consideration to the ethical implications of any proposed project. Maynooth University Research Ethics Policy outlines best practice and current regulations and legislation regarding research involving human participants and vertebrate animals. The MU Research Ethics Committee oversees policy and process with regard to research involving human participants which is required to undergo ethical approval either at institution or departmental level.</p>	<p>Almost but not fully implemented</p>	<p>Research Integrity and Research Ethics Training is not compulsory</p>	<p><a href="#">MU Research Ethics Policy</a></p> <p><a href="#">Maynooth University Research Protocols for Compliance with Human Rights Principles and Codes of Conduct</a></p> <p><a href="#">Research Integrity Policy</a></p> <p><a href="#">Child Protection Policy</a></p>	<p>2.1 Ensure all researchers complete Research Integrity and Research Ethics Training</p>

<p>Maynooth University ethical reviews are carried out by two sub-committees of the University, specific to the very different needs of different types of research.</p> <ul style="list-style-type: none"> <li>• The Biomedical &amp; Life Sciences Research Ethics Subcommittee (BSRESC) has expertise covering all aspects of biomedical/animal/life sciences research.</li> <li>• The Social Research Ethics Subcommittee (SRESC) covers all aspects of social scientific research.</li> </ul> <p>The submission and review process is managed via the Research Development's Office Research Information System in order to keep an accurate record of all protocols, enhance efficiency and to streamline the administrative aspects of the process.</p> <p>Training is provided via the <a href="#">Research Skills Development Programme</a> (RSDP) offered by Research Development Office (RDO) and Graduate Studies Office (GSO) to ensure researchers are aware of the requirement and aspects of Ethical Training.</p> <p>Training in Research Integrity is available online through the <a href="#">Epigeum Research Integrity</a> module and via Research Practice &amp; Integrity module (GST4) (RSDP).</p>			<p><a href="#">Policy on research involving Blood and Tissue Samples</a></p> <p><a href="#">Research and Commercialisation Conflict of Interest Policy</a></p> <p><a href="#">Maynooth Strategic Plan 2018 -2022</a></p>	
--	--	--	--	--

### 3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Maynooth University operates a Research Integrity Policy aligned to the <a href="#">National Policy Statement on ensuring Research Integrity</a>.</p> <p>MU recognises the need and benefit of formally setting out its position on research integrity and good research practice.</p> <p>Research integrity concerns the standards followed when conducting research: in this, it differs from research ethics, which refer to</p>	<p>Almost but not fully implemented</p>	<p>Research Integrity Training not compulsory for staff.</p> <p>Conflict of Interest Policy is currently under review</p>	<p><a href="#">Research Integrity Policy</a></p> <p><a href="#">Code of Conduct for Employees;</a></p> <p><a href="#">Conflict of Interest Policy</a></p>	<p>3.1 Ensure all researchers complete Research Integrity and Research Ethics Training</p> <p>3.2 Conflict of Interest to be approved and published.</p>

<p>research's socio-ethical context (for further information please consult the Maynooth University Research Ethics Policy).</p> <p>In addition to the Research Integrity Policy and Code of Conduct for Employees there are specific policies for:</p> <ul style="list-style-type: none"> <li>- Conflict of Interest Policy</li> <li>- Intellectual Property Management and Exploitation Policy</li> <li>- Policy on Plagiarism</li> <li>- Regulations for Postgraduate Research Degrees</li> <li>- MU Code of Practice for Viva Voce Examinations</li> <li>- <a href="#">Roles and Responsibilities</a></li> </ul> <p>Procedures for Managing Misconduct in research are outlined in the Research Integrity Policy</p>			<p><a href="#">Intellectual Property Management and Exploitation Policy</a></p> <p><a href="#">Policy on Plagiarism;</a></p> <p><a href="#">Regulations for Postgraduate Research Degrees</a></p> <p><a href="#">MU Code of Practice for Viva Voce Examinations</a></p> <p><a href="#">Roles and Responsibilities</a></p>	
--	--	--	---	--

<p><b>4. Professional attitude</b></p> <p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The <a href="#">Research Development Office</a> operates an approval process for proposal preparation, contract review, submission and sign off. Researchers must notify the office of potential proposals via an online 'Intent to Submit' form on the Research Information System (RIS). The form covers all necessary details relating to the funding opportunity and includes sign off by the PI to the following:</p> <ul style="list-style-type: none"> <li>- Terms and Conditions</li> <li>- Space Requirements</li> <li>- Financial Management</li> <li>- Compliance documents/retention of documents:</li> <li>- Publicity requirements</li> <li>- Other internal aspects such as teaching cover etc.,</li> <li>- Naming convention on publications</li> </ul> <p>Staff are made aware of these processes at Staff Induction Sessions. It is also an opportunity for new staff to meet members of the RDO and RDOF teams.</p>	Fully implemented	None	<p><a href="#">Preparing Proposals;</a></p> <p><a href="#">Preparing your Budget;</a></p> <p><a href="#">Operating your Research Award and Compliance</a></p> <p><a href="#">New Research Students information and resources</a></p> <p><a href="#">Researcher Undertaking</a></p>	No action needed

<p>Staff are made aware of all terms and conditions, ethical, IP and legal requirement of their awards at kick off and close out.</p> <p>The Graduate Studies Offices offers a <a href="#">Research Students Handbook</a> and <a href="#">Research Student Induction</a> to inform all postgraduate research student for the processes. Research Students (funded) complete a <a href="#">Funded Postgraduate Research Student Pack</a> which contains:</p> <ul style="list-style-type: none"> <li>- <a href="#">Research Agreement For Funded Research Students</a> (to ensure awareness and adherence to all T&amp;Cs of their funding programme)</li> <li>- <a href="#">Research Stipend Form For Funded Research Students</a></li> <li>- <a href="#">Researcher Undertaking</a></li> <li>- <a href="#">Scholarship Tax Exemption form</a></li> </ul>				
--	--	--	--	--

<b>5. Contractual and legal obligations</b>				
Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>The Research Development Office (<a href="https://www.maynoothuniversity.ie/research/research-development-office/research-funding">https://www.maynoothuniversity.ie/research/research-development-office/research-funding</a>) operates an approval process for proposal preparation, contract review, submission and sign off. Researchers must notify the office of potential proposals via an online 'intent to submit' form on the Research Information System (RIS). Staff are required to sign off on Terms and Conditions outlined in RIS system. Staff are made aware of all terms and conditions, ethical, IP and legal requirements at inductions training and at kick off and close out meetings for their specific awards.</p> <p>The Graduate Studies Offices offers a <a href="#">Research Students Handbook</a> and <a href="#">Research Student Induction</a> to inform all postgraduate research student for the processes. Research Students (funded) complete a <a href="#">Funded Postgraduate Research Student Pack</a> which contains: <a href="#">Research Agreement For Funded Research Students</a> (to ensure awareness and adherence to all T&amp;Cs of their funding programme)</p>	Partially implemented	Consultancy policy due for review.	<p><a href="#">Intellectual Property Management and Exploitation Policy [Sept 2019]</a></p> <p><a href="#">Conflicts of Interest Policy</a></p> <p><a href="#">Intellectual Property and Exploitation Policy</a></p> <p><a href="#">Researcher Undertaking</a></p>	5.1 Consultancy policy due for review.

The University policies in place for Intellectual Property Management and Exploitation, Campus Company Policy, Conflict of interest Policy and Inventions and Patents policy are managed by the Commercialisation Office.				
---	--	--	--	--

<b>6. Accountability</b>				
<p>Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>The RDO informs researchers of their obligations regarding the T&amp;Cs of their awards, procurement, ethical considerations (See section 2) so that projects remain compliant throughout the (See sections 5&amp;6) (<a href="https://www.maynoothuniversity.ie/research/research-development-office/research-funding">https://www.maynoothuniversity.ie/research/research-development-office/research-funding</a>). This RDO Finance team are engaged in the financial management, control and administration of research funding awarded to Maynooth University. The Office has overall responsibility for providing institutional support with the financial aspects, reporting, record retention and general compliance aspects of all externally funded research awards and liaise with the Finance Office regarding expenditure etc. The team assists researchers through the financial, reporting and audit requirements associated with their research awards.</p> <p>In conjunction with RDO, annual compliance review of research grants is conducted with Principal Investigators feeding into the process as required.</p> <p>In line with GDPR, Maynooth University has a Data Protection Office which assists staff to in understanding the implications of GDPR and offers an online training module on this.</p>	Fully implemented	None	<a href="#">Routine Access to Personal Information</a>  <a href="#">Contact with Third Parties</a>  <a href="#">Data Protection Policy</a>  <a href="#">HEA Student Data Collection Notice</a>  <a href="#">Records Management Policy</a>  <a href="#">Research Integrity Policy</a>  <a href="#">MU Research Ethics Policy</a>  <a href="#">Open Access Policy</a>	No action needed

<b>7. Good practice in research</b>
<p>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University operates a Health and Safety Office and a Health and Safety Committee who meet at regular intervals during the year who oversee the <a href="#">Health and Safety Unit</a>. In addition, departments are also required to hold their own health and safety statement specific to their disciplines and requirements e.g. Department of Biology Safety Policies and Guidelines which includes chemical, carcinogen, mutagen, reproductive toxin risk assessment, justification and record of use forms; chemical inventory; biological and equipment risk assessment forms; equipment repair declaration forms and monthly lab safety audit.</p> <p>The University operates a series of data protection and management policies in line with GDPR. <a href="#">IT Services</a> have full range of guidelines and policies in relation to this. Information Security work with Data Protection and all departments who have their own technicians and advice on best practise.</p> <p>The Research Ethics Process ensure all personal data is collected, stored and destroyed in accordance with University Policy and in line with current legislation.</p> <p>MU is committed to ensuring the highest standards of integrity in all aspects of its research as outlined in the Research Integrity Policy and has endorsed the National Policy Statement on Ensuring Research Integrity in Ireland.</p> <p>Confidentiality clauses are included in all research contracts, contracts of employment and in the MU Research Undertaking Form. Non-disclosure agreements are available and can be applied as required.</p>	Almost but not fully implemented	Safety Policy Statement currently under review.	<a href="#">Safety Policy Statement (under review)</a>  <a href="#">Research Ethics Policy</a>  <a href="#">Policy Document on Research involving Blood, Tissue and/or other biological samples from human subjects</a>  <a href="#">Maynooth University Research Protocols for Compliance with Human Rights Principles and Codes of Conduct</a>  <a href="#">Data Protection Office Policies</a>  <a href="#">Code of Conduct for Users of Computing Facilities</a>  <a href="#">Responsibility Computing policy</a>	7.1 Update Safety Policy Statement.

#### 8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
--	----------------	--	-------------------	------------------

<p>MU Research and Integrity Policy outlines the importance of publication in academic research.</p> <p>Maynooth University has developed and implemented a web-based platform — <a href="#">Research Information System (RIS)</a>; — that allows researchers to maintain, update and publicise their research profiles including scholarly publications. RIS is linked to current online databases such as Web of Science and Scopus and also to the open platform MURAL (Maynooth University Research Archive Library) operated by MU library.</p> <p>MU Library promotes a learning culture by acquiring, organising, disseminating and providing access to learning resources and services in a congenial environment. The library supports teaching, learning, research and regional development by providing a customer based service to our students, staff and stakeholders. The Library also <a href="#">facilitates training and guides</a> for open access and open science, data management and research impact.</p> <p>MU Commercialisation Office is responsible for the commercialisation of intellectual property arising from MU research and for the development of co-operation with industry and business. MaynoothWorks is a state of the art Innovation and Incubation Centre. MaynoothWorks business innovation centre (BIC) supports a vibrant community where entrepreneurs develop their ideas and maximise their company’s potential. As companies journey through the different stages of development, MaynoothWorks BIC provides a range of business supports and a mix of flexible facilities including bright modern offices, hot desk space, wet labs and meeting rooms.</p>	Fully implemented	None	<a href="#">MU Library MURAL</a> <a href="#">RDO RIS</a> (log in required) <a href="#">MaynoothWorks</a> <a href="#">Maynooth University Policy on Open Access to Research</a> <a href="#">Research integrity policy</a> <a href="#">Conflict of Interest policy</a> <a href="#">Intellectual Property Management and Exploitation policy</a>	No action needed
--	-------------------	------	---	------------------

<p><b>9. Public engagement</b></p> <p>Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public’s understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public’s concerns.</p>				
<p><b>Initiatives already undertaken / new proposals</b></p>	<p><b>Implementation</b></p>	<p><b>GAP between the principle and the current practice in MU</b></p>	<p><b>Link to MU Policy</b></p>	<p><b>Actions Required</b></p>

<p>Responsibility for public engagement currently lies with the researcher. The Communications Office also carries out spotlight on research stories are the liaison for RTE Brainstorm. RTE is Ireland's national broadcaster. <a href="#">RTE Brainstorm</a> is a partnership between RTÉ and Irish third level institutions, <a href="#">University College Cork</a>, <a href="#">NUI Galway</a>, <a href="#">University of Limerick</a>, <a href="#">DCU</a>, <a href="#">Technological University Dublin</a>, <a href="#">Ulster University</a> and <a href="#">Maynooth University</a> where the academic and research community contribute to public debate, reflect on what's happening in the world around us and communicate fresh thinking on a broad range of issues.</p> <p>Annual MU Research Week (October each year) showcases research from across all disciplines and faculties and includes public sessions and the Communication Office ensures outreach for this event</p> <p>Each year, MU issues a report on achievements in research and innovation e.g. <a href="#">Maynooth University Research and Innovation Report 2017/18</a></p> <p>Researchers also submit proposals to Science Foundation Ireland for their Discovery Science Programme which is a specific funding scheme for dissemination and researchers take part in annual National <a href="#">Science Week</a>.</p> <p>The RDO and some Institutes runs an internal funding scheme to bring international conferences and speakers to Maynooth to disseminate results (e.g. MU Conference and Workshop Fund).</p> <p>MU is a member of <a href="#">Campus Engage</a> and our Vice President for Research and Innovation is a member of its steering committee.</p>	<p>Almost but not fully implemented</p>	<p>Greater awareness of training options on public engagement required.</p>		<p>9.1 Increase the awareness of existing training options available to researchers that enable them to communicate their research to society at large</p> <p>Dissemination Training included as part of annual Research Week events</p>
---	---	---	--	--

<p><b>10. Non discrimination</b> Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required

<p>In accordance with national legislation, the University has developed extensive policies to ensure that equal opportunities are available to both potential and existing staff. Equality, diversity, inclusion and inter-culturalism is a central strategic goal of the MU Strategic Plan. A newly created role of <a href="#">Vice-President for Equality and Diversity</a> was recently appointed [July 2019] with recruitment on-going for other team members to support this function coming on line shortly. Numerous policies are held by MU in relation to Equality and Diversity, Gender Identity and Expression and a Gender Action Plan.</p> <p>Maynooth University is the national leader in university participation with highest proportions among universities in Ireland of Access students (22%). The Access Office provides extensive assistance via the Maynooth University Access Programme (MAP) which encourages under-represented groups to enter third level and provides these groups with support through their time at Maynooth. These groups include under-represented school leavers, mature students, students with disabilities and members of the Irish Traveller community. Additional programmes offered include <a href="#">Launchpad</a></p> <p>in 2018, MU was awarded an <a href="#">Athena SWAN Bronze Institution Award</a> in recognition of our progress, and our plans to accelerate change, towards gender equality.</p> <p>MU has made a commitment as a a University of Sanctuary status to welcome asylum seekers and refugees into the university community and to foster a culture of inclusion for all.</p>	<p>Almost fully implementation</p>	<p>On-going actions of the MU Strategic Plan 2018 - 2022 specific to Equality, diversity, inclusion and inter-culturalism</p>	<p><a href="#">MU Strategic Plan</a>; <a href="#">Recruitment &amp; Selection Procedures</a></p> <p><a href="#">Maynooth University Equality &amp; Diversity Policy</a></p> <p><a href="#">Gender Identity and Expression Policy</a> and the <a href="#">Gender Identity and Expression Guidelines</a>. <a href="#">Gender Action Plan for 2018-2021</a></p> <p><a href="#">Universities of Sanctuary</a></p> <p><a href="#">Launchpad</a>; <a href="#">HEAR</a>; <a href="#">DARE</a></p>	<p>10.1 Universities of Sanctuary Status Award</p>
---	------------------------------------	---	--	--

### 11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>A Learning and Development Manager has been appointed to oversee the development of the HR Learning and Development</p>	<p>Partially implemented</p>	<p>At present there is no formal career progression framework.</p>	<p><a href="#">MU Strategic Plan (2018 - 2022)</a></p>	<p>11.1 Adopt the National Researcher Career</p>

<p>function. The new L&amp;D team will deliver the University's training and development strategy in line with the stated objectives of the "People and Organisation" section of the University's Strategic Plan (2018-2022). Initial steps that have been taken towards achieving the goals of the strategy are as follows:</p> <p>The Induction process has been enhanced and includes a variety of online material, more regular orientation events, practical information, checklists and further opportunities to network with new colleagues.</p> <p>The Employee Recognition Awards has been introduced to provide a formal process for the recognition, acknowledgement and celebration of exceptional achievements.</p> <p>The Promotions scheme has been reviewed and a revised scheme has been approved by Governing Authority. A call for promotions will be made in late 2019.</p>		<p>Currently, research projects and professional performance is evaluated and appraised in an informal manner. A formal, documented performance management development system and a probation policy are required.</p>	<p><a href="#">New employees</a></p> <p><a href="#">Employee Recognition Awards</a></p> <p><a href="#">Promotions Scheme</a></p>	<p>Development &amp; Employment Framework (RCDEF) which is in the process of approval.</p> <p>11.2 An aggregated competency framework will be introduced to reflect the National RCDEF.</p> <p>11.3 Develop a probation policy.</p> <p>11.4. Support the introduction of a mentoring programme for early career stage academic, research and support staff.</p>
---	--	--	--	---

**2. Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.**

<b>12. Recruitment</b>				
Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>Maynooth University strives to be a truly inclusive university, where scholarship and learning are enriched by the diversity of our employees and students and endorsed the EU Charter for Researchers in 2011 and implemented the Charter on Postdoctoral Research</p> <p>The Human Resources office provides clear Procedures on the recruitment and selection of all employees. This ensures that researchers are recruited and selected on the basis of their relative merits and that selection decisions are made following a fair, consistent and equitable process which reflects the University's Equality and Diversity policy, the Employment Equality Act 1998 and other relevant legislation. Job descriptions for research roles are developed using a generic research job description template. Candidates are assessed on the criteria identified in the advertisement for the post.</p> <p>In July 2019, the Maynooth University Institutional review found that hiring practices are consistent, equitable, and transparent, and that procedures assure candidates' qualifications and values are aligned with international norms. The processes are in line with ESG and QQI standards for fairness and transparency.</p> <p>The Graduate Studies office is responsible for administration of policy for postgraduate studies at Maynooth University and the office ensures clear admission standards for research students.</p>	Partially implemented	Specific procedures on the recruitment and selection of researchers or research support employees is required.	<a href="#">Charter on Postdoctoral Research</a>  <a href="#">Recruitment Skills Procedures</a>  <a href="#">Equality and Diversity Policy</a>  <a href="#">Staff Vetting Policy</a>	See 11.1 above

**13. Recruitment (Code)**

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University recognises the need for Departments and Research Institutes to be in a position to recruit research staff in as expeditious a manner as possible while adhering to best practice methods of recruitment and selection and in compliance with legislation. The HR office recommends that positions must be advertised for a minimum of one week, ideally three weeks, to ensure an open, transparent and competitive process.</p> <p>A generic job description template is used for all research roles. This template outlines the minimum requirements, principal duties and skills required as well as the terms and conditions of the employment offered. The Recruitment team liaise with the Lead Researcher to establish additional detail regarding the duties or skills considered necessary and relevant to the post.</p> <p>Exceptions to the standard recruitment routes are where researchers secure individual funding awards through the Irish Research Council and Marie Skłodowska Curie Actions and contracts of less than six months.</p> <p>Information relating to statutory entitlements, employee benefits and salary scales are available under the "come work with us" section on the HR website.</p> <p>All research students adhere to the regulations of the University. Funded scholars must complete the research student pack. Prior to submitting a formal application for admission into a postgraduate research programme, a student must consult with the</p>	<p>Almost fully implemented</p>	<p>Career development prospects needs to be more visible to job applicants and current staff.</p>	<p><a href="#">Come work with us</a></p> <p><a href="#">Recruitment and Selection Procedures</a></p> <p><a href="#">eRecruitment</a> – link</p> <p><a href="#">Research Skills Development Programme</a></p> <p><a href="#">HR Learning and Development</a></p> <p><a href="#">Academic Policies and Procedures</a></p> <p><a href="#">Graduate Studies Forms</a></p> <p><a href="#">Regulations for Post Graduate Research Degrees</a></p>	<p>13.1 Continue to develop the HR website to include information on the following:</p> <ul style="list-style-type: none"> <li>- Researcher career framework</li> <li>- Competency framework</li> <li>- Central link for all Learning &amp; Development opportunities for Researchers, including eligibility criteria.</li> </ul>

appropriate department/research institute and ascertain whether or not the department/research institute would accept his/her application. The selection and admission process is undertaken at departmental level.				
---	--	--	--	--

<b>14. Selection (Code)</b>				
Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>The HR office provides assistance and advice to those involved in recruitment in Departments, Research Institutes and in managing the recruitment of research staff. Maynooth University employees are only eligible to participate in selection boards if they have completed Recruitment Skills training. Unconscious Bias training is also provided which aims to develop a greater understanding of how unconscious bias can influence our interactions and decision making with implications for equality of access and inclusion.</p> <p>University policy requires selection decisions to be made objectively and not solely by the Lead Researcher. It is mandatory that not less than one other individual who has knowledge of the research position and area is involved in making decisions at short listing and interview. Senior Research posts require specific selection panels and approval by the Vice President of Research. Any Research post with an expected salary of &gt; €60 K needs approval from the University Executive team.</p> <p>The University recommends gender balance on all interview boards.</p> <p>Candidates are short-listed for interview based on the criteria identified in the advertisement for the post. Written applications and CVs form the basis of the selection process. Although there is a preference for face-to-face interviews, audio visual interviews are also facilitated.</p>	Almost but not fully implemented	The composition of interview panels for senior research posts needs to be specified.	<a href="#">Recruitment Skills Training</a>  <a href="#">Recruitment and Selection Procedures</a>	14.1 Provide guidelines for the composition of panels for Senior Research posts in the MU Researcher Career Framework

**15. Transparency (Code)**

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Initiatives already undertaken</p> <p>The recruitment process is outlined in the eRecruitment Terms and Conditions and must be agreed on submission of each application. Selection criteria is detailed in the job description and relate specifically to the requirements for the position. Applicants are assessed based on the selection criteria identified for the post. Particulars relating to the terms and conditions of employment, including the number of positions available are included in the advertisement for the post. Details of the selection board is communicated to the applicants prior to interview. Declarations of conflict of interest must be stated to the Chair and to the other Board members before the shortlisting or interview stage.</p> <p>Rational for decisions are recorded following short listing and selection board reports are completed and signed following interview so that feedback can be provided to candidates on their application. The HR office is responsible for providing feedback. Any secondary/additional requests may be directed to the Chair of the board.</p>	Fully implemented	None	<a href="#">eRecruitment Terms and Conditions</a> (login required)	No action needed

**16. Judging merit (Code)**

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Candidates are shortlisted against the agreed, mandatory and desired selection criteria and the competencies outlined in the job description. Further competencies which are deemed necessary and relevant to the post may be added. Candidates are evaluated and ranked based on the selection criteria.</p>	Almost but not fully implemented	Provision of a career framework including job descriptions based on the National RCDEF which outlines the range of experience / qualifications / level of	<a href="#">Recruitment and Selection Procedures</a>	16.1 Develop job description templates based on the National RCDEF to further enhance the current selection process.

		independence required for each research career stage.		
--	--	---	--	--

<b>17. Variations in the chronological order of CVs (Code)</b>				
Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
The assessment of candidates is evidenced by the Curriculum Vitae submitted by the prospective candidate, performance at interview and if applicable to the position, additional interview requirements such as presentations or skill-based tasks specific for the post. Qualifications and experience should be in line with selection criteria as outlined in the advertised job description.	Fully implemented	None	<a href="#">Recruitment and Selection Procedures</a>	No action needed

<b>18. Recognition of mobility experience (Code)</b>				
Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>The University is committed to remove barriers to researcher mobility as far as possible, it conducts fair, open and internationally competitive selection processes. It aims to facilitate researcher movement between countries, between various Irish higher education institutions, and between academia and enterprise.</p> <p>The current recruitment and selection process allows the addition of competencies which are deemed necessary and relevant to the post. If mobility experience is deemed to be one of the criteria necessary for the post then it will be considered by the board of assessors in the same manner as the other criteria and scored accordingly in line</p>	Almost but not fully implemented	None	Recruitment & Selection Procedures	18.1 Process for recognition of intersector mobility

with the recruitment procedure based on experience for the competency. Mobility is encouraged and facilitated at postgraduate level when it enhances the research and learning experience.				
---	--	--	--	--

<b>19. Recognition of qualifications (Code)</b> Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including nonformal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
Qualification requirements are outlined on the job descriptions. Qualifications and equivalencies are considered i.e., certain applicants may have International qualifications which will be assessed for suitability.  Currently, physical proof of qualification is not requested. However, the eRecruitment Terms & Conditions, which are accepted by applicants on submission of their application, requires confirmation that personal information is accurate and stipulates that if any of the information provided in the application is deemed false or inaccurate, the University reserves the right to withdraw any offer of employment or to terminate your employment.	Fully implemented	None	<a href="#">eRecruitment Terms and Conditions</a> (login required)	No action needed

<b>20. Seniority (Code)</b> The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
It is University policy that selection/rejection criteria, both job and person specific, relate only to the requirements of the job. They are the sole basis of candidate assessment. While qualifications are required for all posts, equivalencies may be considered i.e. certain applicants may not have completed qualifications within Ireland so alternatives may be deemed suitable.	Fully implemented	None	<a href="#">Recruitment Skills Procedures</a>  <a href="#">MU Equality and Diversity Policy</a>	No action needed

<p>The setting of selection criteria, short-listing, interviewing, and selection shall, in general, follow the recommendations set out in the Maynooth University Recruitment and Selection Procedures and shall be conducted in a manner compliant with the Equality and Diversity policy, the Employment Equality Act 1998 and other relevant legislation.</p>				
--	--	--	--	--

<p><b>21. Postdoctoral Appointments (Code)</b>  Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account 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.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Maynooth University endorsed the EU Charter for Researchers in 2011 and implemented the Charter on Postdoctoral Research which recognises the roles and requirements for researchers. Postdoctoral phase is as an early stage career role and is a period of training and development where the researcher gains practical experience working under the direction of a Lead Researcher. The Postdoctoral/Senior Postdoctoral phase has an expected duration that lasts generally up to a maximum of six years, inclusive of postdoctoral experience gained elsewhere. The University provides a programme of learning and career development opportunities, to enable Postdoctoral researchers to acquire the skills and experience necessary to become independent researchers or to pursue careers outside of the university in private industry or other areas of the public sector. The next stages in the research career path are Research Fellow and Senior Research Fellow, these roles are typically independent where the researcher has an opportunity to manage his/her research programme and in many cases is the recipient of an independent funding award that covers the cost of their salary or has been appointed by the University following a competitive process. Progress through the levels in the research career path is through open competition which is a transparent process that is based on research excellence and merit. The University strives to offer as much security of employment as possible and to ensure the optimum duration of contract is determined at the outset.</p>	<p>Partially implemented</p>	<p>Provision of a career framework which provides recommendations on the maximum duration and objectives of appointments of postdoctoral researchers.</p>	<p><a href="#">Charter on Postdoctoral Research</a>   <a href="#">Recruitment &amp; Selection Procedures</a>   <a href="#">Research scales</a></p>	<p>21.1 Adopt the recommendations of the National RCDEF on the maximum duration and objectives of appointments</p>

### 3. Working Conditions and Social Security

#### 22. Recognition of the profession

All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>At Maynooth University all research employees and students are recognised as professionals and are treated accordingly at all stages of their careers. The different levels and phases of research are recognised in current recruitment practices. Progress through the levels in the research career path is through open competition which is a transparent process that is based on research excellence and merit.</p> <p>There are a variety of options for researchers to undertake professional and skills development. Courses covering personal development and professional skills development are offered through HR, the Centre for Learning and Teaching and the Research Development office. The Graduate Studies office offers professional development opportunities to research students.</p>	Partially implemented	Clear career frameworks and progression pathways are required.	<a href="#">Charter on Postdoctoral Researcher</a>	See 11.1 (RCDEF) and 11.2 (competencies) above

#### 23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Maynooth University strives to support the scholarly work of all: students, early-career researchers and established scholars and to ensure that the university attracts and supports talented researchers and provides them with the environment, mentorship and leadership to succeed.</p> <p>The University's strategic plan which contains a dedicated section on Research and Innovation aims to provide dedicated space, time and</p>	Almost but not fully implemented	<p>Gain a better understanding of organisational culture.</p> <p>Mechanisms where staff can support each other.</p> <p>Health and wellbeing events.</p>	<p><a href="#">MU Strategic Plan</a></p> <p><a href="#">Employee Wellbeing at MU</a></p> <p><a href="#">Health &amp; Safety Training</a></p>	<p>23.1 Undertake a culture survey with an accompanying process for implementing action plans based on results/findings</p> <p>23.2 Introduce an events calendar which will</p>

<p>infrastructure for research, to support major research programmes and grants, to foster interdisciplinarity, to stimulate and nurture the development of research groups.</p> <p>Staff Induction and Research Student Induction is available to all new staff and research students and covers all aspects of research regulations and processes.</p> <p>The Employee Recognition awards were introduced in 2018 to recognise colleagues for their exceptional work in areas of teaching, research, administrative and professional services.</p> <p>The Health &amp; Safety Office provides guidance to the greater university population to help ensure compliance with health and safety legislation. The Office provides safety training in order to ensure that the activities of the University do not pose an undue risk to the health and safety of staff, students and all other third parties.</p>				<p>provide for the scheduled support of cross departmental discussions, knowledge sharing, well-being awareness and professional/departmental showcasing.</p> <p>23.3 Provision of enhanced employee engagement, health and wellbeing events and programmes.</p>
---	--	--	--	--

<p><b>24. Working conditions</b></p> <p>Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Maynooth University is committed to ensuring that people who are capable of effective performance in the posts which they hold or to which they aspire are not disadvantaged or discriminated against by reason of having a disability as outlined in the Maynooth University Equality and Diversity Policy.</p> <p>The University's strategic plan outlined its aim to invest in leadership and management structures. This investment will support operational excellence and organisational performance. A Leadership Programme for Deans, Heads of Department, Directors and Senior Managers was delivered.</p>	<p>Almost but not fully implemented</p>	<p>Further people management training is required which will lead to a greater awareness amongst managers of their responsibilities in relation to supporting and managing employees.</p> <p>Not all employees know their statutory entitlements and the range of employee benefits available.</p>	<p><a href="#">Equality and Diversity Policy</a></p> <p><a href="#">Employee Wellbeing</a></p> <p><a href="#">Annual Leave</a></p> <p><a href="#">Career Break</a></p> <p><a href="#">Carers Leave</a></p> <p><a href="#">Compassionate Leave</a></p> <p><a href="#">Force Majeure Leave</a></p> <p><a href="#">Job Sharing Scheme</a></p> <p><a href="#">Jury Leave</a></p> <p><a href="#">Maternity Leave</a></p> <p><a href="#">Part time Working Policy</a></p>	<p>24.1 Develop and deliver a cluster of new Leadership Programmes aligned to Career Stage.</p> <p>24.2 HR Learning and Development to consider developing a leadership programme for Lead Researchers.</p>

<p>Statutory leave entitlements are outlined in all contracts of employment and the policies are available on the Human Resources website.</p> <p>The University aims to facilitate staff who wish to reconcile their work/life balance and caring commitments through the provision of a number of flexible working arrangements (details are available on the HR website).</p>			<a href="#">Parental Leave</a> <a href="#">Paternity Leave</a> <a href="#">Sabbatical Leave</a> <a href="#">Sick Leave</a> <a href="#">Shorter Working Year</a>	
--	--	--	---	--

**25. Stability and permanence of employment**  
Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Maynooth University strives to offer as much security of employment as possible and to ensure the optimum duration of contract is determined at the outset. Contracts of employment are issued in line with best practice and legislative requirements. The Lead Researcher is required to issue the contract for the longest duration possible subject to the actual need and/or term of the project subject to funding available. Internal progression is via open competition.</p>	Fully implemented			No action required

**26. Funding and salaries**  
Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p><a href="#">Maynooth University adheres</a> to the national norms for researcher salaries and implements the <a href="#">Irish University Association (IUA) salary scales</a>. It is a requirement that researchers are paid on a point on the scale.</p>	Almost but not fully implemented	Generally, pay progression is through annual increments. However, the application of incremental credit is always	<a href="#">Research Salary scales</a>	26.1 Include recommendation in the MU Researcher career framework for

<p>Research Fellowships (Irish Research Council / Marie Skłodowska Curie) are placed on personal rates in accordance with the award received. The personal rates, generally, remain unchanged for the duration of the contract.</p> <p>Contracts of employment are issued to all research staff and they include provisions on employment entitlements such as annual leave, sick leave, social welfare class, pension scheme etc.</p> <p>Redundancy payments are processed for eligible staff in accordance with the Redundancy Payments Acts 1967–2014.</p>		<p>dependant on the availability of funding.</p>		<p>incremental progression (where funding is available).</p>
---	--	--	--	--

## 27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University is committed to ensuring that the institution is one where everyone has an equal opportunity to progress and succeed. In April 2018, Maynooth University was awarded an Athena SWAN Bronze Institution Award in recognition of our progress, and our plans to accelerate change, towards gender equality. The <a href="#">Gender Equality Steering Committee</a> has been established.</p> <p>The Equality and Diversity policy outlines provisions to ensure that all staff and applicants for employment are treated fairly by the University.</p> <p>The University recommends a minimum of 40% representation of either gender on all high profile university events, committees and boards.</p> <p>Standard exit interviews have been introduced for all staff who leave the University which aim to achieve a better understanding of why staff elect to leave the university and to assess whether a gendered work culture, work life balance or other gender issues are a factor.</p>	<p>Almost but not fully implemented</p>	<p>The University recognises that more needs to be done to ensure that gender equality is fully reflected in all its activities and structures.</p>	<p>MU Athena Swan <a href="#">Gender Action Plan for 2018-2021</a></p>	<p>27.1 Implement the Maynooth University Gender Equality Action Plan (MU GEAP) to address the under-representation of women in different disciplines and grades within the University.</p>

<p>The Academic Promotions scheme has been reviewed and approved. The new Promotions scheme will ensure equality of opportunity and outcome for female applicants for promotion.</p> <p>A 'Gender Identity and Gender Expression Policy' has been launched and Gender Awareness Training has been provided.</p>				
---	--	--	--	--

<p><b>28. Career development</b> Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The HR and Research Development offices support the University's goal of ensuring staff have every opportunity to acquire the skills, knowledge and expertise to carry out their duties effectively and to achieve their full potential. HR Learning &amp; Development offers a framework to support all employees meet the objectives of their role, balance the demands of work and life while preserving and enhancing our workplace culture of congeniality, engagement, inclusion, professionalism and operational excellence.</p> <p>The Graduate Studies Office and Research Development Office aims to provide researchers with opportunities to participate in the current <a href="#">Research Skills Development Programme</a>.</p>	Partially implemented	<p>Performance management system.</p> <p>Career frameworks for all research roles.</p> <p>More frequent induction.</p> <p>Mentorship programme.</p> <p>Further learning opportunities needs to be available to all levels of researchers to support their career development.</p>	<p><a href="#">Learning and Development</a></p> <p><a href="#">Research Skills Development Programme</a>.</p>	<p>See 11.1 (RCDEF), 11.2 (competencies), 11.5 (mentoring) above.</p> <p>28.1 Develop a cluster of bespoke leadership programmes aligned to career stage.</p> <p>28.2 HR Learning and Development and the Research Development Office will work together to develop further learning &amp; development opportunities for all levels of researchers.</p>

<p><b>29. Value of mobility</b> Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>
---

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University acknowledges the important role that mobility plays in supporting opportunities to pursue research interests, scholarship and the generation of publications and acknowledges that mobility can be an important aspect of a researcher's career development.</p> <p>The Research Development office actively promotes and supports all Marie Skłodowska Curie Actions (MSCA) and other mobility opportunities. The University has been awarded many Marie Skłodowska Curie fellowships that aim to support the mobility of researchers within and beyond Europe. In addition, MU is a partner in a recent Marie Skłodowska Curie COFUND projects such as <a href="#">ASSISTID</a>, <a href="#">ALECS</a> and <a href="#">ELITE-S</a>. The aim of the Maynooth/Partner Co-Fund PhD Scholarship is to jointly fund doctoral scholarships for promising researchers in collaboration with an external funding partner.</p> <p>Many of our Research Institutes offer <a href="#">Visiting Researcher/Scholars Fellowships</a> to facilitate short research visits to Maynooth from external colleagues.</p>	Fully implemented	None	<a href="#">Sabbatical leave scheme</a>	No action required

### 30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>Provide further learning &amp; development opportunities for all levels of research staff. Ensure researchers are provided with the relevant information regarding their career development (core competencies, planning process, role of Lead Researcher, role of researcher) and provide template documentation for self-assessment, objective setting and planning.</p> <p>A career development programme is currently being developed to assist Researchers reflect on their career path, plan ahead etc.</p>	Almost but not fully implemented	Please see point 28 above (Career development)		<p>30.1 See 11.5 (mentoring).</p> <p>30.2 Career Development Programme.</p>

The development and introduction of a mentoring programme for early stage Academic, Research and support staff.				
---	--	--	--	--

<b>31. Intellectual Property Rights</b>				
Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>MU recognises and encourages the principle that University intellectual property (IP) should be used for the greatest public benefit. Commercialisation is often the most efficient means of promoting the widest possible dissemination and use of University IP. In such circumstances, it is appropriate and desirable for the University and the originator to benefit from the commercial exploitation of IP produced at the University. Examples of benefits to the originator of University IP include financial gain, academic recognition, possible generation of spin-off companies, and increased research income.</p> <p>To achieve the above objectives, MU has developed and implemented policies and procedures for technology transfer and management of IP. The University Policy on IP provides a consistent framework within which University IP is generated through the activities of University researchers (postgraduate and undergraduate) and is managed for the benefit of the University, the originator and the public good. The Policy is in accordance with normal practice in which the University, as employer, owns the IP and proceeds to exploit the discovery.</p> <p>The Policy also provides for any royalties and/or other income resulting from the invention to be equitably distributed between the originator, the originator's Department and the University itself.</p> <p>A suite of template legal agreements are available to the Legal and Contracts Officer and <a href="#">Commercialisation Office</a> to provide the appropriate support.</p>	Almost but not fully implemented	Current consultancy policy requires review	<a href="#">Intellectual Property Management and Exploitation</a>  <a href="#">Conflict of Interest policy</a>  <a href="#">Researcher Undertaking</a>	<p>31.1 Conflict of Interest policy to be published.</p> <p>31.2 Consultancy Policy to be approved published.</p>

<b>32. Co-authorship</b>
--------------------------

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The right of researchers to be recognised for their research contribution is fully supported by Maynooth University and the policy on authorship is outlined in the Research Integrity policy. As per this policy: Authorship credit should only be given (and taken) where both the following are met: (i) Substantial contributions to conception and design, or acquisition of data, or analysis and interpretation of data. (ii) Drafting the article or revising it critically for important intellectual content; and final approval of the version to be published.</p> <p>Co-authorship is also outlined in the Rules and Procedures for submission and examination of a PhD by publication.</p>	Fully implemented		<a href="#">Research Integrity Policy</a>  <a href="#">Inventions and Patents Policy</a>  <a href="#">Rules and Procedures for submission and examination of a PhD by publication</a>	None.

**33. Teaching**  
 Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University recognises that teaching is a valuable skill for researchers to develop. However, opportunities for researchers to contribute to teaching can depend on the nature of the research project or the area in which the researcher is based. The University is mindful that teaching responsibilities should not be excessive and should not prevent researchers from carrying out their research activities.</p>	Partially implemented	<p>There is a need to provide researchers with opportunities to obtain experience in teaching if it is a skill which they wish to develop and to progress their careers.</p>	Centre for Teaching & Learning	33.1 Develop a policy to provide guidelines in relation to maximum time allocated to teaching, (paid and unpaid), remuneration, evaluation etc. which reflects the National RCDEF.

<p>The Centre for Teaching and Learning provide opportunities for researchers to undertake accredited programmes in the following areas:</p> <ul style="list-style-type: none"> <li>• Postgraduate Certificate and Diploma in Higher Education Teaching, Learning and Assessment</li> <li>• Professional Certificate in Teaching and Learning for Tutors and Demonstrators (CTL1)</li> </ul>		<p>Workload model that balances teaching and research ambitions of staff.</p>		
--	--	---	--	--

<p><b>34. Complaints/ appeals</b> Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/ appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>The University's Code of Conduct for employees aims to provide guidance to employees of Maynooth University in performing their duties as employees having regard to the Ethics in Public Office Acts, 1995, the Standards in Public Office Act, 2001 and the Universities Act, 1997 and the Statutes and policies of the university including those related to Equality; Grievances, Health &amp; Safety; Protection of Employees from Bullying, Harassment and Sexual Harassment; Staff Student Relationships; Ethics in Research, and Engagement of Staff in Consultancy work.</p> <p>The University's policy on Workplace Bullying, Harassment &amp; Sexual Harassment outlines the procedures that can be used where an employee is currently, or has been experiencing workplace bullying, harassment or sexual harassment. All complaints will be treated seriously by the University and will be dealt with as quickly as possible in accordance with these procedures. Confidentiality will be maintained to the greatest extent consistent with the requirements of a full, fair and comprehensive investigation.</p>	<p>Partially implemented</p>	<p>The grievance and disciplinary statutes need to be reviewed.</p>	<p><a href="#">Code of Conduct for employees</a></p> <p><a href="#">Maynooth University Statutes</a></p> <p><a href="#">Protection of Staff against Workplace Bullying, Harassment and Sexual Harassment</a></p> <p><a href="#">Policy for Staff – Student Relationships</a></p>	<p>34.1 Update the grievance and disciplinary statutes.</p>

<p><b>35. Participation in decision-making bodies</b> Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.</p>
--

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
Currently, as part of the Strategic Plan, MU will promote a positive organisational culture by supporting staff participation in inclusive decision making processes (Strategic Action 9.1.5).	Almost fully implemented		<a href="#">MU Strategic Plan 2018-2022</a>  <a href="#">Academic Council Standing Orders</a>	35.1 Evaluate standing committees for participation and amend accordingly.

#### 4. Training and Development

##### 36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>MU Strategic Action 2.1 will ensure excellent and consistent supervision of research students across the University. The MU Research Skills Development Programme, draws on the expertise of the Graduate Studies and Research Development Office, in conjunction with faculties, departments and other training units within the university, to support MU researchers in acquiring the skills and experience necessary to develop their career. A key element of a researcher's career development is the involvement of the Lead Researcher. This includes action planning, goal setting and regular meetings between the Lead Researcher and research staff members and students. Currently, this happens in an informal, unstructured way.</p> <p>All new staff are made aware of the probation period for their specific role and this is detailed in their employment contract. Probation is monitored in an informal way with the direct Line Manager.</p> <p>The roles and responsibilities for research students and Supervisors are outlined the Roles and Responsibilities Policy (Graduate Studies Office). Further definition of this is also found in Code of Practice,</p>	Partially implemented	Formal probationary policy.	<a href="#">Research Integrity policy</a>  <a href="#">Regulations for Post Graduate Research Degrees</a>  <a href="#">Roles and Responsibilities Policy</a>  <a href="#">Code of practice, Viva voce examinations (February 2019)</a>  <a href="#">Route of Progression Research Masters</a>  <a href="#">PhD regulations (Sept 2016)</a>	<p>See 11.1 (RCDEF), , 11.3 (probation), 11.4 (mentoring)</p> <p>36.1 Investigate the feasibility of obtaining the Training module for CoreHR.</p>

<p>Viva Voce Examinations, Route to Progression Research Masters and PhD Regulation.</p> <p>Responsibilities include preparing an Initial Meeting Record (IMR), agreeing a schedule of meetings, active documentation of progress of work as agreed, notifying any proposal to publish or make a presentation in connection with the work, full completion of any course work as required by the programme and notifying intention to submit at least three months prior to the proposed date of submission.</p> <p>A Research Agreement for Funded Research Students is signed by the research student and the Supervisor prior to the commencement of the research and/or enrolment to the research programme.</p>				
--	--	--	--	--

<p><b>37. Supervision and managerial duties</b></p> <p>Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>				
Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
<p>HR Learning &amp; Development offer the following supports to Heads of Departments and Units in their leadership roles:</p> <p>Head of Department training - this programme is designed to specifically support people in leadership positions within the University and to provide information to employees with people management responsibilities.</p> <p>Aurora leadership programme - this programme is designed develop leadership competencies and to address the under-representation of women in senior leadership posts.</p> <p>For the Supervision of Research Students, training is offered over for workshops covering</p> <ul style="list-style-type: none"> <li>- Research Supervision: Exploring Career Paths for PhD</li> <li>- The Supervisor and the Institution</li> <li>- Preparing to Supervise: Recruitment and Induction</li> <li>- Making Progress</li> </ul>	Partially Implemented	Further development programmes and processes to support all line managers in the people management function.	<p><a href="#">Researcher Skills Development Programme</a></p> <p><a href="#">Regulations for Postgraduate Research Degrees</a></p>	<p>See 11.1 (RCDEF), 113 (probation), 11.4 (mentoring)</p> <p>37.1 Expanding the leadership training programme to include Lead Researchers.</p>

- Progress to Completion: The Viva & Beyond				
---	--	--	--	--

<b>38. Continuing Professional Development</b>				
Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.				
<b>Initiatives already undertaken / new proposals</b>	<b>Implementation</b>	<b>GAP between the principle and the current practice in MU</b>	<b>Link to MU Policy</b>	<b>Actions Required</b>
<p>There are a variety of options for employees to undertake professional development and skills training offered through both HR and the Centre for Learning and Teaching. The Research Development and Graduate Studies offices offer the Research Skills Development Programme which aims to support MU researchers and students in acquiring the skills and experience necessary to become independent academic researchers and to develop their careers in multiple settings beyond academia.</p> <p>The Centre for Teaching &amp; Learning offer the following accredited programmes:</p> <ul style="list-style-type: none"> <li>- Professional Certificate in Teaching and Learning for Tutors and Demonstrators,</li> <li>- Postgraduate Certificate in Higher Education Teaching,</li> <li>- Learning and Assessment and the Postgraduate Diploma in Higher Education Teaching, Learning and Assessment.</li> </ul> <p>These programmes aim to provide employees who are involved in teaching with the opportunity to engage with the theory, concepts and contemporary discourse of learning, teaching and assessment in higher education. The Centre for Teaching and Learning also offer ongoing unaccredited CPD opportunities via workshops, consultations and participation in projects.</p> <p>Researchers of all levels can avail of the varies training options included in the MU Research Skills Development Programme (RSDP), facilitated by the RDO and GSO. This broadly covers:</p> <ul style="list-style-type: none"> <li>- Professional Development &amp; Employability</li> <li>- Research Skills &amp; Awareness</li> <li>- Academic Writing Skills</li> <li>- Ethics &amp; Integrity</li> <li>- Grants/Funding</li> <li>- Innovation &amp; Entrepreneurship</li> <li>- Teaching &amp; Supervision</li> </ul>	Partially implemented	<p>Improved infrastructure and processes are needed to enable and facilitate continued professional development which supports the long term development of career paths.</p> <p>A performance management and development system</p>	<p><a href="#">Researcher Skills Development Programme</a></p> <p><a href="#">Learning &amp; Development</a></p>	See 11.1 (RCDEF), 11.2 (competencies), , 11.3 (probation), 11.4 (mentoring).

**39. Access to research training and continuous development**

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
See 11 above	Partially implemented	See 37 & 38 above		See 11.1 (RCDEF), 11.2 (competencies), 11.3 (probation), 11.4 (mentoring). above  See 37.1 (Leadership for Lead Researchers).

**40. Supervision**

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Initiatives already undertaken / new proposals	Implementation	GAP between the principle and the current practice in MU	Link to MU Policy	Actions Required
A Supervisor is identified for all early-stage researchers, to whom they report, and who supports them in their professional development. Supervisory training is provided as part of the <a href="#">Research Development Skills Programme</a> .	Almost but not fully implemented	See 37 & 38.	<a href="#">Regulations for Postgraduate Research Degrees</a>  <a href="#">Roles and Responsibilities Policy</a>  Code of practice, Viva voce examinations (February 2019)  Route of Progression Research Masters	See 11.1 (RCDEF), 11.2 (competencies), 11.3 (probation), 11.4 (mentoring).  See 37.1 (Leadership for Lead Researchers).

			PhD regulations (Sept 2016)	
--	--	--	-----------------------------	--