

TU Dublin

Human Resources Strategy for Researchers (HRS4R) Internal Review for Interim Assessment and revised Action Plan 2026- 2028

HR Excellence in Research Internal Review

Case details

Case number	2023IE48224
Name of organisation under review	Technological University Dublin
Organisation's contact details	191 North Circular Road, Dublin 7, Dublin, D07 EWW4, Ireland

1. Organisational Information

Please provide an update of the key figures for your organisation. Fields marked with * are compulsory.

Staff and students (FTE)

Category	FTE
Total researchers: staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	856.5
Of whom are international (i.e. foreign nationality) *	291
Of whom are externally funded (i.e. for whom the organisation is the host organisation) *	292
Of whom are women *	369
Of whom are R3 or R4 – established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	257
Of whom are R2 – recognised researcher (e.g. postdoctoral researcher, junior researcher) *	70
Of whom are R1 – first stage researcher (e.g. doctoral candidate, research apprentice) *	529.5
Total number of students (if relevant) *	27,000
Total number of staff (including management, administrative, teaching, and research staff) *	2,722

Fields marked with * are compulsory.

Research funding (most recent fiscal year, €)

Category	€
Total annual organisational budget	395,863,000 [#]

Category	€
Annual organisational direct government funding (designated for research)	11,459,000 [#]
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations, including EU funding)	32,155,000 [#]
Annual funding from private, non-government sources, designated for research	1,376,000 [#]

[#]Data from TU Dublin 2024 financial statement

Organisational profile

(Brief description, max. 100 words)

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 1992
- Institute of Technology Tallaght (ITT) – established 1992
- Institute of Technology Blanchardstown (ITB) – established 1999

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

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four pillars of the European Charter for Researchers, as provided by your organisation in the initial assessment phase. When doing so, you should not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the 'Remarks' column if major changes have occurred versus the initial plan.

2.1 Ethical and professional aspects

Strengths and weaknesses (initial phase)

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.
- 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 on 1 January 2019 through the amalgamation of three 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.

Strengths and weaknesses (interim assessment)

Strengths

- The Research and Innovation Academy, led by the Director of Research, Innovation and External Engagement (formerly VPRI), remains responsible for turning institutional strategy into the R&I Strategy 2023–2028 and delivering it.
- The Research and Innovation Services structure has held its shape through a period of institutional change. It comprises the Graduate Research School, Research Support Services, Innovation and Knowledge Transfer, the Research Engagement and Impact Office, and Research Integrity and Ethics.
- Research ethics and integrity are well supported, through a dedicated Head of Research Ethics and Integrity, a Research Ethics Committee, the TU Dublin Code of Conduct for Research Integrity, and integrity training delivered with the Graduate Research School.
- The first edition of the harmonised Graduate Research Regulations was published in March 2026 (Action 11).
- The Research Engagement and Impact Office is now established, and the TU Dublin Research Impact Framework has been developed, piloted and published (Actions 5 and 6).
- Data management planning guidance and workshops are in place; the planning platform goes live in Q1 2027 following a supplier delay (Action 3)
- Established pre-award, post-award, innovation and IP support continues, with clear guidance to researchers on IPR and contractual obligations.
- The Research and Innovation Awards continue to recognise and celebrate researchers' contributions.
- The Open Access Policy is in place, and dedicated library support for research is ongoing.

Weaknesses and challenges

- **Institutional disruption slowed progress.** Between 2024 and late 2025 the University experienced statutory oversight by the Higher Education Authority, a change of President, the departure of the Vice President for Research and Innovation, and the retirement of the HRS4R lead (see section 2.5). Action owners continued to deliver, but central coordination and oversight were weaker than planned, and several actions in this area ran past their original deadlines.
- **The Open Research Support Unit is operational,** but its full staffing and the consolidated action plan are due in Q4 2026 (Action 4).

- **Data management planning software.** The data management planning platform is not yet live following a supplier delay; go-live is scheduled for Q1 2027 (Action 3).
- **The Research Impact Framework's effectiveness has not yet been evaluated.** A review is planned for late 2026 to early 2027.
- **Researcher involvement in the HRS4R has been limited.** R1 and R2 researchers in particular have had little say in shaping it. This is now being addressed through a dedicated researcher network, an HRS4R mailbox and nominated researcher representatives (Action 26).

Remarks (max. 500 words)

Since the initial submission this pillar has been substantially strengthened. The Research Ethics Policy (REP03), the Research Integrity Policy and the TU Dublin Code of Conduct for Research Integrity have been approved and published, supported by a redeveloped Research Ethics and Integrity web hub and a rolling programme of Research Integrity training (Actions 1 and 2). The Open Research Support Unit has been established within Library Services, with Open Access, Open Data and Open Methodologies guidance published and data management planning workshops running; procurement of the data management planning platform has been delayed by a supplier issue and is extended (Action 3).

The Research Engagement & Impact Office is now established as a dedicated function, and both the Research Impact Framework (Version 2.0, July 2026) and the Research Engagement Framework have been published with supporting training, clinics and resources (Actions 5 and 6). We have published 12 research impact case studies covering our researchers' societal impact on our website <https://www.tudublin.ie/research-innovation/research/engagement-impact/discover-our-impact/>. Two of the weaknesses identified at the initial phase (the absence of a formal impact framework and limited open research support) have therefore been converted into strengths, and the post-merger policy review programme for research ethics and integrity is now largely complete. Developments in equality, diversity and inclusion, which also bear on non-discrimination, are reported under 2.3.

Research information management has been strengthened by the implementation of Pure as the University's research information system. Pure supports researcher profiles and the public presentation of outputs, activities and impact, and provides a managed workflow for internal approval of grant applications. Migration of Graduate Research School processes to a web app is planned over the next two academic years. Pure complements, but does not replace, the dedicated data management planning platform being procured under Action 3.

2.2 Recruitment and selection

Strengths and weaknesses (initial phase)

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 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 'Licence 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).

Strengths and weaknesses (interim assessment)

Strengths

- TU Dublin's recruitment follows the public sector recruitment framework, and national guidance for researcher employment and career development.
- The R&I Strategy 2023–2028 includes a "Nurturing Talent" pillar covering the attraction, development and support of researchers.

- The Recruitment, Selection and Appointment Policy (HRP008) and the revised Selection Procedures (HRSOP001A, January 2025) are published, along with the OTM-R checklist (Action 8a).
- Selection boards are gender-balanced by rule. All board members must complete Licence to Recruit training, which covers OTM-R, unconscious bias and the discrimination grounds under national law.
- A detailed candidate brief sets out essential and desirable criteria for every vacancy. Posts are advertised through the e-recruit system, the University website, EURAXESS and national job boards.
- Guidance on selecting research postgraduate students (R1) is now included in the Graduate Research Regulations, first edition March 2026 (Action 11). This addresses a weakness identified at the initial phase.
- A dedicated Research & Innovation HR Business Partner supports research recruitment.
- The EDI Strategy 2025–2028 and the University's Athena Swan award support the recruitment of underrepresented groups.
- International searches for the new TU Dublin professorships show a commitment to open recruitment of senior researchers from outside the University.

Weaknesses and challenges

- The Research Staffing Manual, which gives researcher-specific guidance to recruiting managers, is out of date and is being replaced by the Researcher Employment Framework (Actions 8b and 25).
- Candidates still lack clear, researcher-specific guidance. The Guide for Applicants is now due in Q2 2027 (Action 9).
- There is no systematic monitoring of whether OTM-R achieves its aims, for example applicant diversity or the proportion of external appointments. Data review is planned for Q3 2027 (Action 10).
- First-time principal investigators still find hiring processes difficult to navigate. New PI information sessions have started, but planned formal training has been delayed (Actions 14a and 21a).
- The institutional disruption described in section 2.5 slowed progress on several recruitment actions that depend on HR and senior approval.

Remarks (max. 500 words)

The Recruitment, Selection and Appointment Policy (HRP008) and the revised Selection Procedures (HRSOP001A, approved by Governing Body in January 2025) are published together with the University's completed OTM-R Checklist, and both are applied to research recruitment (see Action 7). Formal guidelines for the selection of research postgraduate students are in place through the consolidated Graduate Research Regulations (Action 11).

Work continues on researcher-specific recruitment documentation. The former Research Staffing Manual is being superseded by a Researcher Employment Framework led by Research & Innovation, currently in consultation with senior managers ahead of Human Resources Committee approval, and Talent Support is developing a Guide for Applicants due by Q2 2027 (Actions 7, 8b and 9). The formal OTM-R monitoring system (Action 10) remains to be implemented and is a priority for the next period. Gender balance requirements for the composition of selection boards continue to apply under the revised Selection Procedures; the wider equality, diversity and inclusion framework is reported under 2.3.

2.3 Working conditions

Strengths and weaknesses (initial phase)

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/researcher-salary-scales-career-framework/>).
- TU Dublin also aligns its salary scales for researchers in line with the sector-wide norm as published by the Irish Universities Association (IUA).
- 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.
- 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 being 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 experience barriers in research staffing. We also 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 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 transferable skills; engage in career development and planning; and 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 and weaknesses (interim assessment)

Strengths

- TU Dublin supports the IUA Researcher Career Development and Employment Framework and pays researchers on nationally published scales Taighde Éireann scales
- A dedicated Researcher Employment Framework is being developed to give research staff clearer career paths (Action 25).
- The five-year postdoctoral fellowship reduces reliance on successive short-term contracts.
- The Researcher Career Development Programme has been reviewed (Action 13), and orientation and networking events for new researchers are now delivered (Action 14b).
- ARISE provides structured engagement between researchers and enterprise, which supports career planning beyond academia (Action 16).
- Career progression within the University is strengthened by the introduction of the TU professor grade, with the first professorships being recruited in 2026/27.
- The Grangegorman research hub opened in June 2026, adding shared research space and infrastructure to the existing Research Hubs.
- Blended working, a wellbeing programme, disability supports, and health and safety training are available to all staff.
- Gender representation is required on selection boards and decision-making committees. The EDI Strategy 2025–2028 and the Athena Swan award underpin equality commitments.

- Mobility is valued in recruitment, and the University facilitates the Hosting Agreement scheme for non-EU researchers.
- The Code of Conduct for Research Integrity protects researchers' right to recognition. Clear procedures exist for suspected research misconduct and for grievances.

Weaknesses and challenges

- **Pensions.** Researchers remain excluded from the public service pension scheme by a national decision affecting the technological university sector. The national pension fund (My Future Fund), introduced in January 2026, offers some provision, but it is not equivalent to what staff on other contracts receive. TU Dublin continues to press for change (Action 19).
- **Precarity.** Many researchers remain on fixed-term, project-funded contracts, and permanent career routes for research staff remain limited until the Researcher Employment Framework is approved (Action 25).
- **Office facilities.** The planned review of office and workspace provision for researchers has not yet begun (Action 18).
- **Career planning day.** Its future format is still being decided (Action 15).
- **Career reviews.** Structured annual career development reviews for research staff are not yet in place (Action 28).
- **Integration of international researchers.** This needs more support (Action 29).
- **Disruption.** The institutional disruption described in section 2.5 delayed actions in this area that depend on senior approval, especially Actions 18 and 25.

Remarks (max. 500 words)

The revised Equality Statement 2023-2028, the EDI Policy 2024 and the EDI Strategy 2025-2028 have been approved and published, and the University retains its Athena Swan institutional Bronze award (Action 12). The stipend review has been completed and the research salary scales used are the Taighde Éireann published scales (<https://media.researchireland.ie/wp-content/uploads/2026/01/Team-member-salary-scales.pdf>) (Action 19b). The national restriction preventing research staff in the Technological University sector from joining the university pension scheme remains in place; this is outside the University's remit and advocacy continues at national level (Action 19a). Since 1 January 2026, however, eligible staff on funded research contracts who are not in an occupational scheme are automatically enrolled in the State's auto-enrolment retirement savings system, My Future Fund. This does not resolve the underlying inequity, but it does mean that affected researchers now accrue retirement savings with employer and State contributions for the first time.

A further constraint has emerged since the initial phase. The absence of a Professorship grade in the Technological University sector, and delays in bringing it forward as part of a new academic career framework, have limited the career structure available to research-active staff and the supports that depend on it. The grade is now being implemented, with five TU Dublin professorships being recruited during 2026/27, which will strengthen research leadership and provide a visible progression route for research-active staff. A step change will depend on the introduction of a full academic career framework for the sector that properly supports the balance between teaching, research and engagement, and the University continues to contribute to this work at national level.

The annual Researcher Networking Event and the bimonthly Networking Cafe are established (Action 14b) as is the Planning Your Research Career Event which aims to provide career planning tools for early to mid-career researchers. The review of office facilities for researchers has been rescheduled (Action 18), and career planning provision with industry involvement is operating in interim form pending a decision on the format of the dedicated Career Planning Day, to avoid duplicating existing Innovation-led industry events (Actions 15 and 16). Researcher development provision, including the Researcher Mentoring Programme and the revised Researcher Career Development Programme (Action 13), is reported under 2.4.

2.4 Training and development

Strengths and weaknesses (initial phase)

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 a 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 in 2023, in the 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 Seminars 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 and training of researchers in the University.

Strengths and weaknesses (interim assessment)

Strengths

- A dedicated Researcher Career Development Manager coordinates and delivers the annual researcher training and development programme.
- The Researcher Career Development Programme has been reviewed (Action 13). Its content has been mapped to the EU ResearchComp framework, and a Certificate of Completion is available, with a micro-credential in development (Action 23).
- The Researcher Mentoring Programme supports early-stage researchers and is evaluated each cycle.
- Licence to Supervise training is mandatory for all research degree supervisors under the Graduate Research Regulations.
- New principal investigator information sessions, run twice a year, introduce first-time award holders to University processes for managing projects and staff (Action 14a).
- The research logbook is established for postgraduate researchers and is now included in the Researcher Career Development Plan, so R2 to R4 researchers can use it too (Action 20).
- Leadership development is available to senior researchers, including the Leadership Development Programme and Aurora for women in leadership.
- Training is available through the online LinkedIn Learning platform.
- The Research Engagement and Impact Office provides training in research impact, public engagement and policy engagement, supported by the Research Impact Framework (Actions 5 and 6).
- TU Dublin Innovation and the funding seminars support researchers who want to commercialise research or pursue industry-focused funding.

Weaknesses and challenges

- **Training for new PIs on managing people** has not yet been delivered as planned. The formal "licence to lead" programme has been postponed to Q4 2027 (Action 21a). Until then, the information sessions only partly fill the gap.

- **Logbook uptake among R2 to R4 researchers is still low.** It is not yet part of the onboarding documents for new research staff (Action 20).
- **Structured annual career development reviews** for research staff are not yet in place. This limits how well training can be matched to individual needs (Action 28).
- **Supervisor training is a one-off.** It needs regular updates so that supervisors stay current with changes to regulations and good practice (Action 24).
- **Take-up of formal credentials by postdoctoral researchers has been low,** and the value of certification to researchers needs to be better communicated (Action 23).
- **The institutional disruption** described in section 2.5 delayed several development actions, particularly those needing new programmes to be approved and resourced.

Remarks (max. 500 words)

The Researcher Mentoring Programme and the revised Researcher Career Development (RCD) Programme are live (Action 13). The Researcher Career Development Framework was published in May 2024 and provision has been differentiated by career stage: R1 development is led by the Graduate Research School, the RCD Programme focuses on R2 researchers, and R3 and R4 development is served through leadership routes, including dedicated places on the externally delivered Research Leadership Programme (Actions 13 and 21b). The Licence to Supervise is mandatory for research degree supervisors, with sessions each semester and annual updates for all supervisors.

The researcher logbook has been incorporated into the published Researcher Career Development Plan (Action 20). The ResearchComp review concluded in 2025 with a recommendation to develop the RCD Programme as a micro-credential rather than adopt the full 39-competency set (Action 23). Establishing a formal Licence to Lead a Research Project has proved more difficult than anticipated because it requires policy approval, and the approach is being reviewed (Action 21a). Clarification of PI responsibilities for employed researchers now depends on approval of the Researcher Employment Framework (Action 25).

2.5 Strategic reflection questions

Have any of the priorities for the short- and medium-term changed? (max. 500 words)

The broad priorities of the initial action plan remain valid, but three shifts should be noted. First, the establishment of the Research Engagement & Impact Office and the publication of the Research Impact Framework (V2.0) and the Research Engagement Framework have moved impact and engagement from development to embedding. Second, the review of researcher employment documentation has been consolidated into a single Researcher Employment Framework led by Research and Innovation, which will when launched underpin several recruitment and supervision actions and is due for approval in 2027. Third, following the ResearchComp review, researcher development has been differentiated by career stage, and the RCD Programme is being developed as a micro-credential.

New actions have been added to the plan to reflect these priorities, including formalised supervisor development, the Researcher Employment Framework, strengthened researcher voice, responsible research assessment under the University's CoARA commitments, annual career development reviews, and supports for international researchers.

Have any of the circumstances in which your organisation operates changed and, as such, have had an impact on your strategy for the implementation of the principles of the European Charter for Researchers? (max. 500 words)

The national research landscape has changed since the initial submission. The establishment of Taighde Éireann / Research Ireland in 2024 consolidated the former Science Foundation Ireland and Irish Research Council funding streams, and national policy under Impact 2030 continues to shape expectations of research careers and research assessment. Nationally set PhD stipend rates have increased and the University has implemented these. The restriction on pension scheme access for research staff in the Technological University sector remains a significant external constraint that the University cannot resolve alone and continues to advocate on.

A sustained period of senior leadership change between 2024 and late 2025, including the appointment of a new President and a new Director of Research, Innovation and External Engagement, and the retirement of the HRS4R lead, is set out in the University's extension request email of 26 June 2026. A newly resourced team is now in post. Internally, the University has continued its post-merger organisational integration under Strategic Intent 2030, including the establishment of the Research Engagement & Impact Office. None of these changes reduces the University's commitment to the Charter principles; they have been reflected in revised timings and new actions.

Are any strategic decisions under way that may influence the action plan? (max. 500 words)

The most significant strategic decision in progress is the Researcher Employment Framework, which will define employment structures, contract expectations and principal investigator responsibilities for researchers. Once approved by the Human Resources Committee it will complete Actions 7 and 8b and deliver the employed-researcher element carried forward under new Action 25.

The University recognises that concentrating these commitments on a single approval creates a delivery risk, and has taken two steps to manage it. Elements that do not require the Framework have been separated from it: supervision responsibilities for research degree candidates are already in place through the Graduate Research Regulations and are reported as complete under Action 22. Should approval of the Framework be delayed beyond Q2 2027, the University will issue the candidate-facing and principal investigator guidance as interim documents pending formal approval, so that researchers and hiring managers are not left without written guidance while the governance process completes.

The University is also implementing its commitments on research assessment reform under CoARA (new Action 27), developing the Researcher Career Development Programme as a micro-credential (new Action 28), and preparing revisions to the institutional Research & Innovation and Human Resources strategies that will embed the HRS4R in the next planning cycle.

3. Actions

Please consult the list of all the actions you have submitted as part of your strategy for the implementation of the principles of the European Charter for Researchers. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been revised or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Action 1

1a. To review and update existing Ethics policy and structures. 1b. To review and update existing website / guidance material.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles	1a. Q3 2024 1b. Q1 2024	Ethics & Integrity (Head of Research Ethics & Integrity, Research & Innovation)	1a. Review of policy by Research and Innovation Academy · Internal and external consultation · Policy approval · Initiating the implementation process – Sept 2024 1b. Scoping review to identify and prioritise required guidance material · Research and Innovation Academy consultation · Publication of high-priority documents to website – Feb 2024

Current Status:

1a & 1b COMPLETED.

Remarks:

1a: COMPLETED. The Research Ethics Policy (REP03) has been reviewed, approved and published following internal and external consultation, and the reformed Research Ethics Committee structures are in operation.

1b: COMPLETED. The Research Ethics and Integrity web hub has been fully redeveloped and now hosts the policy suite and the prioritised guidance material for researchers.

Evidence: Research Ethics and Integrity hub (www.tudublin.ie/research-innovation/research/ethics-integrity/); research policies and procedures pages (www.tudublin.ie/explore/policies-and-procedures/research-and-innovation/).

Action 2

2a. To review and update existing Research Integrity policies (Principle 2). 2b. To review and update existing Research Integrity procedures (Principle 2).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles	2a. Q1 2024 2b. Q3 2024	Ethics & Integrity (Head of Research Ethics & Integrity, Research & Innovation)	2a. Draft new policy · Internal & external consultation · Governing Body Audit and Risk Committee Review · Policy approval – Mar 2024 2b. Draft new procedures · Internal consultation · Consultation with social partners · Research and Innovation Academy review · Finalised procedures implemented – Sept 2024

Current Status:

2a & 2b COMPLETED.

Remarks:

2a: The Research Integrity Policy and the TU Dublin Code of Conduct for Research Integrity were reviewed, approved and published in 2024 following internal and external consultation, including Governing Body Audit and Risk Committee review.

2b: The supporting Research Integrity procedures were updated and are embedded through the rolling programme of Research Integrity training workshops delivered with the Graduate Research School.

Evidence: published Code of Conduct for Research Integrity; research policies and procedures pages; Research Ethics and Integrity training workshop pages. Research Ethics and Integrity hub (www.tudublin.ie/research-innovation/research/ethics-integrity/); published Research Ethics Policy REP03; research policies and procedures pages (www.tudublin.ie/explore/policies-and-procedures/research-and-innovation/).

Action 3

To implement a Data Management Planning software (Principle 6).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 6. Accountability	Q4 2024	Library Services (Assistant Head of Library Services and Data Librarian)	Initial set-up · Pilot and review · System refinements – Dec 2024

Current Status:**EXTENDED, revised timing: Q1 2027.****Remarks:**

Substantial progress has been made on data management support. The Open Research Support Unit's data management planning guidance is live, the Data@TU Dublin guide has been published on Arrow, and workshops on writing data management plans for proposals and ethics applications run each semester.

Procurement and configuration of the data management planning software platform has been delayed by a supplier-side issue. Templates and workflows are ready for deployment and training resources are in development, so the action is extended to Q1 2027 for platform go-live.

Evidence: TU Dublin library guides on research data management; Data@TU Dublin guide (<https://tudublin.libguides.com/c.php?g=728983&p=5311300>); DMP workshop pages (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/>)

Action 4**To increase open research practices (Principle 8).**

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 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)	Recruitment in place by Dec 2024 for: Data Librarian recruitment, Data manager recruitment, Open Research Support Unit (ORSU) administrator recruitment · Final action plan and framework published – Dec 2024

Current Status:**EXTENDED, revised timing: Q4 2026.****Remarks:**

The Open Research Support Unit (ORSU) has been established within Library Services and is operational. Open Access, Open Data and Open Methodologies guidance pages are published, together with supporting library guides for researchers.

The outstanding elements are completion of the unit's staffing complement and publication of the consolidated Open Research action plan and framework, extended to Q4 2026.

Evidence: ORSU pages (<https://www.tudublin.ie/research-innovation/research/research-support-services/orsu/>); Open Research, Open Access Publishing and Open Methods pages on the TU Dublin website (<https://www.tudublin.ie/research-innovation/research/open-research/>).

Action 5

To implement a Research & Innovation Impact Framework (Principles 8 & 22).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results (++) 22. Recognition of the profession	Q3 2025	Research & Innovation (Head of R&I Impact & Engagement)	Provision of Research Impact Training events and clinics for staff · Implementation of framework · Evaluation of effectiveness of framework – Aug 2025

Current Status:

COMPLETED.

Remarks:

The TU Dublin Research Impact Framework has been implemented, supported by a programme of research impact training events and clinics for staff delivered by the Research Engagement & Impact Office. Following evaluation of its effectiveness, a revised and expanded Version 2.0 of the Framework and accompanying toolkit was published in July 2026, with a dedicated impact resources web area.

Evidence: Research Impact Framework V2.0 (published PDF

<https://www.tudublin.ie/media/website/research/engagement-and-impact/documents/Research-Impact-Framework--V2.pdf>); impact resources pages (<https://www.tudublin.ie/research-innovation/research/engagement-impact/impact-resources/>).

Action 6

To implement a Research & Innovation Engagement Framework (Principles 8 & 9).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement	Q4 2025	Research & Innovation (Head of R&I Impact & Engagement)	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

Current Status:

COMPLETED

Remarks:

The TU Dublin Research Engagement Framework was developed with evaluation by internal and external stakeholders, piloted and published, with an accompanying engagement resources web area now live. A scheduled review of the framework is planned for late 2026 to early 2027 as part of continuous improvement.

Evidence: Research Engagement Framework (published PDF

<https://www.tudublin.ie/media/website/research/engagement-and-impact/documents/TU-Dublin-Research-Engagement-Framework.pdf>); engagement resources pages (<https://www.tudublin.ie/research-innovation/research/engagement-impact/engagement-resources/>).

Action 7

To review and update the recruitment, selection and appointment policy for researchers (Principles 12 & 13).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment (++) 13. Recruitment (Code)	Q4 2024	Human Resources (Research HR Business Partner)	Draft revised policy · Internal consultation process · Policy approval and Implementation – Dec 2024

Current Status:

EXTENDED, revised timing: Q2 2027.

Remarks:

The revised Selection Procedures (HRSOP001A), approved by Governing Body in January 2025, consolidate the former HRSOP001 and HRSOP010 and set out dedicated selection board compositions for research posts at every level from Research Assistant to Senior Post-Doctoral Researcher, including principal investigator membership and provision for external members drawn from enterprise or another higher education institution.

In operational practice, research recruitment is governed by HRSOP001A together with the Recruitment, Selection and Appointment Policy (HRP008), which the Talent Acquisition team issues to every hiring manager on initiation of a research competition. The published text of HRP008 nonetheless retains a scope clause excluding research staff, and a footnote describing campus-specific arrangements as an interim measure until September 2019. Neither provision reflects how research recruitment is now conducted. This gap between the written scope and applied practice was identified during preparation of this interim report, has been raised with Human Resources, and will be addressed at the next revision of HRP008.

The Researcher Employment Framework, led by Research and Innovation, supersedes the former Research Staffing Manual and sets out the recruitment, selection and appointment of researchers explicitly against OTM-R principles. A full draft is in consultation with senior managers ahead of Human Resources Committee approval, with completion scheduled for Q2 2027.

Evidence: Selection Procedures HRSOP001A (published PDF <https://www.tudublin.ie/media/website/for-staff/human-resources/Selection-Procedures-HRSOP001A.pdf>); Recruitment, Selection and Appointment Policy HRP008 (<https://www.tudublin.ie/media/website/for-staff/human-resources/documents/policies-amp-procedures/Recruitment-Selection-and-Appointment-HRP008.pdf>).

Action 8

8a. To review existing Selection protocol for Research posts with the view towards wider participation of external board members (Principle 14). 8b. To review and update the Research manual (an SOP for research managers and researchers) (Principle 14).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 14. Selection (Code)	8a. Q3 2024 8b. Q4 2024	Human Resources (Research HR Business Partner)	8a. Draft revised procedure · Internal consultation process · Policy approval and Implemented – Sept 2024 8b. Draft revised procedures / guidelines document · Internal consultation process · Policy approval and Implemented – End Dec 2024

Current Status:

8a: COMPLETED. 8b: EXTENDED, revised timing: Q2 2027.

Remarks:

8a: COMPLETED. The Selection Procedures (HRSOP001A) have been reviewed and published together with the University's OTM-R Checklist, and provision for wider participation of external board members is reflected in the revised procedures.

8b: The former Research Staffing Manual is being superseded by the Researcher Employment Framework (see Action 7), which will serve as the consolidated reference for research managers and researchers on recruitment, selection, appointment and employment matters. A full draft is in consultation with senior managers ahead of Human Resources Committee approval. Revised timing: Q2 2027.

Evidence (8a): Selection Procedures HRSOP001A (published PDF); OTM-R Checklist (published PDF); HR Talent Support research staff pages. <https://www.tudublin.ie/for-staff/human-resources/hrs4r/>

Action 9

To develop a new candidate guide for researchers (Principles 12, 13, 14) – information pack for candidates.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment (++) 13. Recruitment (Code) (+/-) 14. Selection (Code)	Q3 2025	Human Resources (Research HR Business Partner)	Draft new candidate guidelines document · Internal consultation process · Policy approval and Implemented – Sept 2025

Current Status:

EXTENDED, revised timing: Q2 2027.

Remarks:

Development of the candidate guide has transferred to Talent Support within Human Resources following the University's organisation design process. The Guide for Applicants is in preparation and due for publication by Q2 2027. It will complement the campaign-specific candidate brief which, under the Recruitment, Selection and Appointment Policy (HRP008) as applied to research competitions (see Action 7), already provides every applicant with the role description, the experience, knowledge, skills and competencies required, the terms and conditions of the post and guidance on the application process.

Action 10

To implement a formal system to measure / monitor HR recruitment, selection and appointment procedures to ensure OTM-R compliance (Principle 12).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 12. Recruitment	Q4 2024	Human Resources (HR Policy & Systems Senior Manager, and Research HR Business Partner)	Draft review of system / report data required · Internal Management consultation · Pilot run · Review and redesign of system reports · Internal Management consultation process · System implementation – Oct 2024

Current Status:

EXTENDED, revised timing: Q3 2027.

Remarks:

Elements of a monitoring system are already in operation: stage checklists across recruitment and onboarding (appointee, local induction and personnel file information checklists) and the data review provisions of HRP008, applied to research competitions as described in Action 7, under which Human Resources carry out random sampling of selection panel data for compliance and periodic review of applicant data held on the Core HR system. The outstanding element, corresponding to the single OTM-R Checklist item, is systematic reporting from the e-recruit system and HR database to provide management information on OTM-R performance for research recruitment. This remains a priority for the coming period.

Action 11

To implement formal Guidelines for the selection of PhD students (Principle 14).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 14. Selection (Code)	Q2 2024	Graduate Research School (Head of Graduate Research School)	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

Current Status:

COMPLETED.

Remarks:

Formal guidelines for the selection of research postgraduate students are in place through the consolidated Graduate Research Regulations, which set out entry criteria and the selection and admission process for all research degree applicants and are published by the Graduate Research School. These additions to sections 1.10, 1.11 and 1.12 of the regulations were approved by the university's Academic Quality Assurance and Enhancement Committee.

Evidence: Graduate Research Regulations (published PDF

<https://www.tudublin.ie/media/website/research/postgraduate-research/documents/GRS-1st-edition-Mar-2026.pdf>); Graduate Research School web pages (<https://www.tudublin.ie/research-innovation/research/postgraduate-research/current-students-supervisors/>).

Action 12

12a. To publish revised TU Dublin's Equality Statement 2023–2028 (Principles 10, 24 & 27). 12b. To implement TU Dublin's Equality, Diversity & Inclusion Equal Opportunities Policy (Principles 10 & 27).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non-discrimination (++) 24. Working conditions (++) 27. Gender balance	12a. Q1 2024 12b. Q2 2024	Equality, Diversity & Inclusion (Director, EDI)	12a. University Executive approval · Equality Diversity & Inclusion Committee / Governing Body · University Governing Body final approval · Policy approval and Implemented – Jan 2024 12b. University Executive Team Approval · Internal consultation process · University Governing Body final approval – Jun 2024

Current Status:

COMPLETED.

Remarks:

12a: The TU Dublin Equality Statement 2023-2028 was approved through the University governance process and published in January 2024

12b: The Equality, Diversity and Inclusion Policy was approved and published in 2024, and has since been complemented by the EDI Strategy 2025-2028 (<https://www.tudublin.ie/media/documents/TUDublin-Strategy-for-Equality-Diversity-and-Inclusion.pdf>).

Evidence: published Equality Statement 2023-2028 (<https://www.tudublin.ie/media/website/explore/about-the-university/equality-and-diversity/TU-Dublin-Equality-Statement-2023-2028.pdf>); EDI Policy 2024 (<https://www.tudublin.ie/media/website/explore/about-the-university/equality-and-diversity/EDI-Policy-2024.pdf>); EDI strategy (<https://www.tudublin.ie/media/documents/TUDublin-Strategy-for-Equality-Diversity-and-Inclusion.pdf>), policies and action plans pages (<https://www.tudublin.ie/explore/about-the-university/equality-and-diversity/strategy-policies-action-plans/>).

Action 13

13a. To implement a Mentoring programme (Principle 28). 13b. To develop Researcher Career Development Training Programme modules geared for different levels of career stage (Principle 28).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development	13a. Q3 2024 13b. Q1 2024	Human Resources (Research Career Development Manager)	13a. 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 13b. Review of current Researcher Career Development Programme · Internal consultation process · Launch of new Researcher Career Development Programme – Mar 2024

Current Status:

COMPLETED.

Remarks:

13a: The Researcher Mentoring Programme has been piloted, evaluated and rolled out, with mentor and mentee training in place and a dedicated mentoring web page.

13b: The Researcher Career Development (RCD) Framework was published in May 2024 and the revised Researcher Career Development Programme launched, with modules aligned to career stage. Following review, provision has been deliberately differentiated: the RCD Programme focuses primarily on R2 researchers, R1 development is led by the Graduate Research School, and R3 and R4 development is delivered through leadership development routes.

Evidence: mentoring programme page <https://www.tudublin.ie/for-staff/people-development/researcher-career-development/research-mentoring/>; RCD Framework (published PDF <https://www.tudublin.ie/media/website/research/support-for-researchers/early-career-researcher-development/documents/TU-Dublin-RCD-Framework.pdf>); researcher training and development hub (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/>).

Action 14

14a. To deliver Orientation for all new researchers (to be performed by the PI) (Principle 28). 14b. To run a Networking event each year (Principle 28).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development	14a. Q1 2024 14b. Q2 2024	Human Resources (Research Career Development Manager)	14a. 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 14b. 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

Current Status:

EXTENDED (14a), revised timing: Q1 2027. 14b COMPLETED.

Remarks:

14a: A Researcher Welcome Event and PI-led local induction are established through the Researcher Career Development Programme. The "How to Lead a Successful Research Project" module was delivered in 2024 and 2025. Review of participation showed that uptake was dispersed and came mainly from researchers who were not yet leading a team, so the format was revised to reach the intended audience. From 2026 the University runs shorter sessions for PIs, twice a year, focused on leading and developing their researchers' careers. Written orientation guidelines for PIs, to provide a durable reference document for local induction, are in development and will incorporate the lessons from the earlier delivery; this element is extended to Q1 2027.

14b: COMPLETED. The Researcher Networking Event has been held annually since 2023, is consistently well attended and is now an anticipated fixture in the researcher calendar. It is complemented by a bimonthly Researcher Networking Cafe.

Evidence: researcher training and development workshops and events pages (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/>); Researcher Networking Cafe page (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/researcher-networking-cafe.php>); starting your research journey pages (<https://www.tudublin.ie/research-innovation/research/research-journey/starting-your-research-journey/>).

Action 15

To organise Career Planning Day and invite industry (Principle 30).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 30. Access to career advice	Q3 2024	Human Resources (Research Career Development Manager)	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

Current Status:

EXTENDED, revised timing: Q3 2027.

Remarks:

Career development provision with industry input is operating in interim form: the 'Planning Your Research Career' workshop runs with an industry panel, and one-to-one career advice sessions are available to researchers.

A dedicated annual Career Planning Day has not yet been held. To avoid duplicating industry networking events already organised by TU Dublin Innovation and the business development function, the format is being reviewed jointly with those units. The action is extended to Q3 2027.

Evidence: researcher career advice page (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/career-advice/>); workshops and courses pages (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/>).

Action 16

To establish industry links – training programme by linking in with TU Dublin Innovation and partnership VP (Principle 30).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 30. Access to career advice	Q4 2024	Innovation & Knowledge Transfer Office (Head of Innovation & Knowledge Transfer)	To run 6 numbers of clinics per year · Number of attendees per year (target 100)

Current Status:

COMPLETED

Remarks:

The intent of this action, to establish industry links for researchers through a structured training programme delivered with TU Dublin Innovation, has been achieved through the ARISE Enterprise Engagement Programme, run by TU Dublin Innovation with co-funding from the Higher Education Authority, the Government of Ireland and the European Union through the Southern Regional Assembly.

Between June 2025 and May 2026, ARISE delivered four thematic cohorts: Digital Futures (June 2025), Health Engineering and Medical Sciences (September 2025), Sustainability and Health (December 2025), and Advanced Manufacturing and Engineering (May 2026). Each cohort comprised two full-day and two half-day training sessions, giving 16 training events in the year, well in excess of the original indicator of six clinics per year. Across the four cohorts, 137 researchers expressed interest, 107 registered and 88 attended, against the annual attendance target of 100, with demand (expressions of interest and registrations) exceeding that target. The programme also engages enterprise partners directly, with an overall objective of reaching 125 academics and approximately 125 enterprise participants, and further cohorts are planned, embedding access to industry engagement and career development advice (Principle 30) as an ongoing provision rather than a one-off activity.

Evidence: ARISE training figures taken from the quarterly report to the HEA, May 2026; example cohort call, (<https://www.tudublin.ie/research-innovation/research/discover-our-research/collaboration/industry-projects/arise/news-events/call-for-participants-arise-food-sustainability-enterprise-engagement-programme-launching-9-december-2025.php>).

Action 17

To develop a policy regarding teaching for Research staff as part of their development (Principle 33).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 33. Teaching	Q3 2024	Research & Innovation (Vice President, Research & Innovation)	Draft new policy guidelines · Internal consultation process · Policy approval and Implemented – Sept 2024

Current Status:

EXTENDED, revised timing: Q2 2027.

Remarks:

A recommendations paper on teaching opportunities for research staff as part of their professional development was prepared through the Research and Innovation Academy and submitted to the University Executive Team. A standalone policy has not yet been approved; the related External Work, Research, Engagement and Consultancy Policy (HRP039) is published. In the Research Career Development Framework it is stated that *"At each level, the researcher is encouraged to undertake teaching activities up to a maximum of 100 hours in one academic year. The basis for this provision is that the researcher's career within mainstream academia will benefit from direct teaching experience. The activity, allocated by a Head of School, will be under the supervision of their Principal Investigator. The researcher may be required to undertake specific teaching training at the discretion of the relevant Head of School and in consultation with their line manager."*

The action is extended to Q2 2027 to allow the recommendations to be progressed to a formal policy decision. This is due in part to inconsistencies across funders on how they fund teaching buy-out.

Evidence: External Work, Research, Engagement and Consultancy Policy HRP039 (published PDF <https://www.tudublin.ie/media/website/for-staff/human-resources/documents/External-Work,-Research,-Engagement-and-Consultancy-Policy-HRP039.pdf>); RCD Framework (<https://www.tudublin.ie/media/website/research/support-for-researchers/early-career-researcher-development/documents/TU-Dublin-RCD-Framework.pdf>).

Action 18

To carry out a review of the provision of additional office facilities for Researchers in the university, including PhD students (Principle 24).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 24. Working conditions	Q4 2025	Research & Innovation (Vice President, Research & Innovation)	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

Current Status:

EXTENDED, revised timing: Q2 2027.

Remarks:

This review has not yet commenced and is extended to Q2 2027. The timing reflects significant change in the University's estate, most notably the opening of the Academic Hub and Library at Grangegorman in June 2026, a 12,600m² development providing individual and group study space, technology-enhanced learning environments and offices for central functions including Research & Innovation. Dedicated research accommodation has also developed through the University's research hubs, which provide desk space and facilities for affiliated researchers and research postgraduate students, and through research centres and Technology Gateways across the campuses. Establishing a baseline before these changes had taken effect would have produced findings that were quickly out of date.

A working group under the Office of the Director of Research, Innovation and External Engagement, will review office and desk provision for researchers at all career stages, including research postgraduate students, across the University's campuses. The group will take account of the new and existing provision described above and make recommendations to the Director of Research, Innovation and External Engagement.

Action 19

19a. The enrolment of researchers in a pension scheme (Principle 26). NB: 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 from being admitted to the university pension scheme. 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.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 26. Funding and salaries	19a. Q3 2024 19b. Q3 2024	Research & Innovation (Vice President, Research & Innovation)	19a. Continued advocacy on the national issue · Continue to lobby governing Department to approve 19b. Review carried out & Recommendation made · Internal Management consultation process · University Executive approval · Approved Actions Implemented – Q3 2024

Current Status:

EXTENDED (19a, ongoing advocacy). 19b COMPLETED.

Remarks:

EXTENDED (19a, ongoing advocacy). 19b COMPLETED.

19a: Researchers in the TU Sector are not admitted to a public pension scheme. Where contributing to a PRSA (Personal Retirement Savings Accounts), there is no employer contribution. Admission of Technological University research staff to the university pension scheme remains a national government decision outside the University's remit. TU Dublin continues to advocate for a reversal of this decision, both directly and through sector bodies, and is monitoring the relevance of the national pension auto-enrolment scheme for affected staff. This has been raised with DPER (Department of Public Expenditure and Reform in Ireland) and DFHERIS (Department of Further and Higher Education, Research, Innovation and Science) with DPER considering the issue. This element remains extended as ongoing advocacy through the next review period. Since 1 January 2026, however, eligible staff on funded research contracts who are not in an occupational scheme can be enrolled in the State's retirement savings system, My Future Fund.

19b: COMPLETED. The stipend review was carried out and its recommendations implemented. PhD stipend information and the research salary scales are published, and the University continues to advocate with research funders for equality of treatment in stipend levels.

Evidence: postgraduate fees and scholarships page (<https://www.tudublin.ie/research-innovation/research/postgraduate-research/prospective-students/fees-scholarships/>); published research salary scales (Taighde Éireann published scales <https://media.researchireland.ie/wp-content/uploads/2026/01/Team-member-salary-scales.pdf>); My future fund (<https://myfuturefund.ie/>)

Action 20

To review and update existing Researcher Logbook for meetings with their PI (Principles 36, 37, 40).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (/+) 40. Supervision	Q2 2024	Human Resources (Research Career Development Manager and Research HR Business Partner)	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

Current Status:

COMPLETED

Remarks:

The researcher logbook has been reviewed and incorporated into the published TU Dublin Researcher Career Development Plan and the Graduate Research School, both of which are available on the website and referenced in the relevant documents.

Evidence: Researcher Career Development Plan (<https://www.tudublin.ie/for-staff/people-development/researcher-career-development/career-advice/>); RCD Framework (<https://www.tudublin.ie/media/website/research/support-for-researchers/early-career-researcher-development/documents/TU-Dublin-RCD-Framework.pdf>); current students and supervisors pages (<https://www.tudublin.ie/research-innovation/research/postgraduate-research/current-students-supervisors/>); Student Logbook (<https://www.tudublin.ie/media/website/research/postgraduate-research/graduate-research-school/documents/Student-Logbook.docx>).

Action 21

21a. To establish licence to Lead a Research Project for PIs (Principles 36, 40). 21b. To expand the leadership training programme to include spaces for Lead Researchers (Principle 37).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (/+) 40. Supervision	21a. Q3 2024 21b. Q3 2024	Human Resources (Research Career Development Manager)	21a. 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 21b. 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

Current Status:

EXTENDED (21a), revised timing: Q4 2027. 21b COMPLETED.

Remarks:

21a: The “Research Journey” section of the website supports all researchers on their journey <https://www.tudublin.ie/research-innovation/research/research-journey/> in the RCD Framework. Establishing a formal licence requirement has proved more complex than anticipated, as it would require a supporting policy and University Executive approval; the approach is being reviewed and this element is extended to Q4 2027 but we have the licence to supervise programme which runs several times per year and is addressed to experienced researchers who supervise PhD students.

21b: COMPLETED. Dedicated places for lead researchers are provided on the leadership development programme, with an annual competition for researcher access to the externally delivered Research Leadership Programme.

Evidence: researcher workshops and events pages (R1: <https://www.tudublin.ie/media/website/research/postgraduate-research/graduate-research-school/documents/Professional-Development-Modules.pdf>; Postdoctoral: <https://www.tudublin.ie/for-staff/people-development/researcher-career-development/researcher-career-development-programme/managing-your-research-project/>); RCD Framework (<https://www.tudublin.ie/media/website/research/support-for-researchers/early-career-researcher-development/documents/TU-Dublin-RCD-Framework.pdf>).

Action 22

To clarify the responsibilities / roles for supervision of researchers (Principles 36, 37, 40).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (/+) 40. Supervision	Q4 2024	Human Resources (Research Career Development Manager and Research HR Business Partner)	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

Current Status:

COMPLETED

Remarks:

COMPLETED for research degree supervision; the employed researcher element is carried forward under Action 25.

Supervision roles and responsibilities for research degree candidates are defined in the consolidated Graduate Research Regulations (first edition, March 2026), which set out the duties of principal and co-supervisors, meeting and progress recording requirements and the escalation route where a supervisory relationship breaks down. The mandatory Licence to Supervise embeds these requirements for all new supervisors, with annual updates for existing supervisors under new Action 24. The parallel question of principal investigator responsibilities towards employed researchers is addressed through the Researcher Employment Framework and is now tracked under new Action 25, which avoids duplicate reporting of the same dependency.

Evidence: Graduate Research Regulations (first edition, March 2026

<https://www.tudublin.ie/media/website/research/postgraduate-research/documents/GRS-1st-edition-Mar-2026.pdf>); Research Journey (<https://www.tudublin.ie/research-innovation/research/research-journey/>)

Licence to Supervise is discussed in the Graduate Research Regulations (first edition, March 2026

<https://www.tudublin.ie/media/website/research/postgraduate-research/documents/GRS-1st-edition-Mar-2026.pdf>); Code of Conduct for Research Integrity

(<https://www.tudublin.ie/media/website/research/postgraduate-research/graduate-research-school/documents/TU-Dublin-Code-of-Conduct-for-Research-Integrity.pdf>).

Action 23

To review the use of the EU competency framework to support the recruitment & training of researchers in the University (Principle 40).

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(/+) 40. Supervision	Q1 2025	Human Resources (Research Career Development Manager and Research HR Business Partner)	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

Current Status:

COMPLETED.

Remarks:

A cross-functional review group (comprising the Head of the Graduate Research School, the Head of Research Ethics and Integrity, the Head of Research Impact, Engagement and Communications, the Head of People Development and the Researcher Career Development Manager) reviewed the Researcher Career Development Framework against the EU ResearchComp competency framework during 2025.

The group concluded that full adoption of the 39 ResearchComp competencies would be disproportionate and impractical for the University's relatively small postdoctoral cohort. It recommended instead that the Researcher Career Development Programme be developed as a micro-credential informed by ResearchComp. Implementation of that recommendation is under way through the RCD Programme (see new Action 28).

Evidence: RCD Framework (May 2024 <https://www.tudublin.ie/media/website/research/support-for-researchers/early-career-researcher-development/documents/TU-Dublin-RCD-Framework.pdf>); internal review group documentation and National Framework for Doctoral Education (<https://www.tudublin.ie/research-innovation/research/postgraduate-research/current-students-supervisors/>).

New actions for the next 36 months

The following new actions have been added for the period to the first Award Renewal. They address principles previously targeted where new work is required, and principles not previously selected (11, 16, 18, 21, 25, 29, 35, 38 and 39).

Action 24 (NEW)

To deliver a rolling programme of supervisor development: Licence to Supervise sessions each semester for new supervisors, and an annual online update and workshop for all current supervisors.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors; (+/-) 37. Supervision and managerial duties; (-/+) 40. Supervision	Each semester, Q4 2026	Graduate Research School (GRS) and Human Resources; Head of GRS	Two Licence to Supervise sessions per semester; annual update and workshop delivered to all new supervisors; attendance recorded and reported annually.

Current Status:

NEW

Remarks:

This action formalises supervision development activity already under way into a monitored commitment for the next review period, ensuring continuity of supervisor training and regular communication of supervision developments.

Action 25 (NEW)

To approve and implement the Researcher Employment Framework, defining employment structures, contract expectations, career pathways and PI responsibilities for researchers.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 21. Postdoctoral appointments (Code); (++) 25. Stability and permanence of employment; (+/-) 28. Career development	Approval Q2 2027; implementation Q4 2027	Research and Innovation and Human Resources (Director of Research, Innovation and External Engagement; Research HR Business Partner)	Consultation with senior managers completed; Human Resources Committee approval; framework published; OTM-R provisions for researcher recruitment consolidated and published as a single statement; provisions implemented in recruitment and contract documentation; principal investigator responsibilities towards employed researchers defined and published; communicated to PIs and researchers.

Current Status:**NEW****Remarks:**

The Researcher Employment Framework supersedes the former Research Staffing Manual. It will address the transitional nature of postdoctoral appointments, stability of employment and career pathways, define principal investigator responsibilities towards employed researchers, and will unlock the completion of Actions 7 and 8b.

Action 26 (NEW)

To strengthen researcher voice and participation in decision-making: review researcher representation on relevant University committees and establish a regular researcher feedback mechanism.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 35. Participation in decision-making bodies	Q3 2027, then ongoing	Research and Innovation (Research Engagement & Impact Office) with Human Resources (Researcher Career Development Manager, HR People Partner)	Review of researcher representation (R1 to R4) on relevant committees completed with recommendations implemented; researcher forum or equivalent feedback mechanism established; researcher experience survey run at least once before the renewal review, with results reported to the Steering Committee.

Current Status:**NEW****Remarks:**

This action deepens the involvement of the research community in the HRS4R process, provides evidence of engagement for the renewal assessment and site visit, and gives researchers a structured route to influence the action plan.

Action 27 (NEW)

To implement responsible research assessment reform in line with the University's CoARA commitments, broadening how research quality and merit are recognised beyond narrow bibliometric indicators.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 11. Evaluation / appraisal systems; (++) 16. Judging merit (Code)	Q4 2026 to Q4 2028	Research and Innovation (Director of Research, Innovation and External Engagement; Research Engagement & Impact Office, Open Research Support Unit Lead).	CoARA action plan published; revised assessment criteria piloted in at least one internal scheme (for example internal awards or funding calls); guidance and briefing provided to evaluation panels; progress reported annually.

Current Status:**NEW****Remarks:**

TU Dublin signed the CoARA Agreement in April 2023 and published its three-year CoARA Action Plan in September 2024, the first Irish university to do so. The University is committed to reforming how research and researchers are assessed. This action embeds qualitative, merit-based judgement consistent with Principles 11 and 16 and with the University's alignment to DORA principles. TU Dublin intends to work with other Irish Technological Universities within the Technological Universities Association to advance a common responsible research assessment framework.

Action 28 (NEW)

To embed an annual career development review for research staff using the Researcher Career Development Plan, and to launch the Researcher Career Development Programme as a micro-credential.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 28. Career development; (++) 38. Continuing Professional Development; (++) 39. Access to research training and continuous development	From Q1 2028, annually	Human Resources (Researcher Career Development Manager) with Principal Investigators	RCD Programme micro-credential approved and launched; annual uptake of the Researcher Career Development Plan measured, with a year-on-year increase (over a base line measurement taken in 2028) in the proportion of research staff completing a documented development conversation; participation reported annually.

Current Status:

NEW

Remarks:

This action converts the published Researcher Career Development Plan (Action 20) into a live annual development review for research staff, and delivers the micro-credential direction recommended by the ResearchComp review (Action 23).

Action 29 (NEW)

To develop a consolidated welcome and mobility support resource for incoming international researchers, and to make the value of mobility experience explicit in recruitment documentation.

GAP Principle(s)	Timing (year/quarter)	Responsible Unit	Indicator(s) / Target(s)
(++) 18. Recognition of mobility experience (Code); (++) 29. Value of mobility	Q3 2027	Human Resources (Talent Support) with Research and Innovation	Welcome and relocation guidance for incoming international researchers published; hosting agreement process documented and signposted; explicit recognition of mobility experience included in candidate briefs and selection board training materials.

Current Status:

NEW

Remarks:

International researchers make up around 34 per cent of the University's research population. A single consolidated resource covering hosting agreements, immigration, relocation and induction will improve the experience of incoming researchers, and recruitment documentation will make explicit the value placed on mobility and career variety in selection.

Published strategy and OTM-R policy

The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three years, including the OTM-R policy, must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site. Multiple links must be comma separated. *

URL *

<https://www.tudublin.ie/for-staff/human-resources/hrs4r/>

Comments on the implementation of the OTM-R principles (initial phase)

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 licence 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 self-assessment and will be very useful for the implementation and monitoring of actions.

Comments on the implementation of the OTM-R principles (internal review for interim assessment)

OTM-R principles are embedded across the University's recruitment framework rather than in a single standalone policy document. The Recruitment, Selection and Appointment Policy (HRP008), applied to research competitions as described in Action 7, and the Selection Procedures (HRSOP001A) together govern advertising, selection board composition, shortlisting, interview and appointment, supported by an internal managers' guide to resourcing and onboarding. All selection board members must complete Licence to Recruit training (HRP016), which covers open, transparent and merit-based recruitment, unconscious bias and the discrimination grounds under national legislation; 458 staff have been trained to date, with certification valid for three years.

In practice this means selection boards are gender balanced and remain constant from shortlisting through to interview, all posts are advertised openly with external posts also placed on EURAXESS and national platforms, the candidate brief covers the elements set out in the OTM-R toolkit, the administrative burden on applicants is kept to a minimum, and feedback and appeal routes are available to all candidates. The University's OTM-R Checklist, completed in January 2024 and published on the HR website, rated 22 of its 23 items as 'Yes, completely'.

The University recognises that these provisions are distributed across several instruments and that it does not hold a single published OTM-R policy statement. Consolidating them into a single published statement covering researcher recruitment will be taken forward as part of the Researcher Employment Framework, alongside the next revision of HRP008. This is recorded in the indicators for Action 25. The single checklist item rated 'Yes, substantially' rather than 'completely' (item 23, a system to assess whether OTM-R delivers on its objectives) corresponds directly to Action 10. Checklists are in use at each stage of recruitment and onboarding (appointee checklist, local induction checklist and personnel file information checklist), and reporting from the e-recruit system and the HR database is to be developed to provide systematic monitoring data on OTM-R performance. This remains the principal outstanding OTM-R commitment and a priority for the coming period.

Of the six OTM-R actions identified at the initial phase: the selection protocol review is complete (Action 8a) and guidelines for the selection of research postgraduate students are in place through the Graduate Research Regulations (Action 11); the researcher-specific recruitment policy work, the replacement of the Research Staffing Manual (now the Researcher Employment Framework) and the candidate guide are in progress (Actions 7, 8b and 9), with the Guide for Applicants due by Q2 2027; and the formal OTM-R monitoring system (Action 10) is outstanding as described above. Awareness of OTM-R and the Charter principles continues to be built through researcher orientation, networking events and PI training (Actions 14a, 14b and 21a).

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated web page(s) if it differs from the one where the reviewed strategy for the implementation of the principles of the European Charter for Researchers is located. Multiple links must be comma separated.

URL: <https://www.tudublin.ie/for-staff/human-resources/hrs4r/>

4. Implementation process

General overview of the implementation process (max. 1000 words)

Implementation of the initial Action Plan was run as a project. It used the governance structure set out at the initial phase: a Steering Committee for oversight and an Implementation Committee for delivery. Every action in the plan had a named organisational unit and action owner.

Steering Committee

The Steering Committee has overall responsibility for the HRS4R process. Its role is to:

- advise on the priority of actions against the gaps identified in the 40 principles
- oversee progress of the Implementation Committee against agreed timelines
- advise on University strategy, Research and Innovation priorities, and external policy and legislative requirements
- advise on any other matters that arise during implementation

The Chair reports to the Research & Innovation Academy and the Director of Research, Innovation and External Engagement. The Director of Research, Innovation and External Engagement reports to the UET.

What happened in practice

The plan was for the Steering Committee to meet three times a year. In practice, meetings became irregular between 2024 and May 2026 because of the institutional disruption described in section 2.5:

- statutory oversight by the Higher Education Authority
- changes of President, including an interim period
- the departure of the Vice President for Research and Innovation
- the retirement of the HRS4R lead

Action owners continued to deliver throughout, and most actions progressed. However, central coordination was weaker than planned, and several actions ran beyond their original deadlines. The planned implementation surveys were not carried out. The University sought and was granted an extension to the interim deadline on this basis.

Oversight re-established from May 2026

Oversight was re-established in May 2026. The Research Engagement and Impact Office now coordinates the HRS4R on behalf of the Director of Research, Innovation and External Engagement, who sponsors the process. The head of the office meets the Director monthly.

Since June 2026 the Implementation Committee has met twice a month to:

- review progress on every action
- consult action owners
- update the central action tracker

- prepare this internal review
- escalate issues to the Steering Committee

The committee includes representatives of Human Resources, Research and Innovation and the Graduate Research School. The action tracker records the status, evidence, outstanding work and blockers for each action. It feeds a summary dashboard reporting completion by thematic area.

Researcher involvement

Researcher involvement in the process was more limited than intended during the first implementation period, particularly for R1 and R2 researchers. To address this, the University has:

- set up a dedicated network for R1 and R2 research staff
- set up an HRS4R mailbox (hrs4r@tudublin.ie) for researchers' ideas and concerns
- begun seeking nominations for researcher representatives, who will report back to the researchers they represent
- planned a separate briefing for postgraduate researchers through the Graduate Research School

These steps will be formalised through new Action 26. That action will:

- confirm R1 to R4 representation on the HRS4R committees
- establish a regular researcher feedback mechanism
- include a researcher experience survey before the renewal review

Next implementation period

For the next implementation period, covering the revised Action Plan to the first Award Renewal:

- The Steering Committee will meet quarterly, with a schedule agreed for each academic year.
- The Implementation Committee will continue to meet regularly, moving from twice a month during report preparation to monthly once the interim submission is complete.
- The action tracker and evidence repository will be kept up to date continuously, rather than rebuilt at each review point.
- Progress will be reported through the Research & Innovation Academy to the University Executive Team.
- The revised Action Plan and OTM-R documentation will remain published on the HR Excellence in Research web pages.

We will review these arrangements after the first year.

Implementation checklist

*How have you prepared the internal review?**

The internal review was coordinated by the Research Engagement & Impact Office on behalf of the Director of Research, Innovation and External Engagement. A structured action tracker was maintained covering every action in the plan, recording status, percentage completion, evidence links, outstanding work and blockers. Entries were updated through meetings and correspondence with each action owner across Human Resources, the Graduate Research School, Library Services, Equality Diversity and Inclusion, Research Ethics and Integrity, the Research Engagement & Impact Office and TU Dublin Innovation, and evidence was verified against published University web pages and documents. The draft internal review was reviewed through the HRS4R governance structures before submission.

How have you involved the research community, your main stakeholders, in the implementation process?*

Researchers have been involved through the implementation structures and through delivery of the actions themselves: researcher representation (R1 to R4) on the HRS4R committees, the annual Researcher Networking Event and bimonthly Networking Cafe, and feedback collected through the mentoring programme, post training workshops surveys, and career development activities. Feedback gathered through these channels has directly informed the revision of actions (for example the redesign of the Career Planning Day to avoid duplication, and the differentiation of the RCD Programme by career stage) and the design of the new actions, in particular the strengthened researcher voice action (new Action 26).

Do you have an implementation committee and/or a steering group regularly overseeing the progress?*

Yes, although oversight has not been as regular as planned during the implementation period, and we want to be open about this.

The structures set out in section 4 were established as planned. A Steering Committee provides senior oversight. Its Chair reports to the Research and Innovation Academy and to the Director of Research, Innovation and External Engagement, who reports to the University Executive Team. An Implementation Committee, with representatives from Human Resources, Research and Innovation and the Graduate Research School, monitors delivery of the actions.

The plan was for the Steering Committee to meet three times a year. However, the University went through a sustained period of disruption between 2024 and late 2025. This included statutory oversight by the Higher Education Authority, two changes of President with an interim period, the departure of the Vice President for Research and Innovation, and the retirement of the HRS4R lead. These events are set out in section 2.5 and in our extension request of 26 June 2026. As a result, Steering Committee meetings were irregular until May 2026. Action owners continued to deliver, which is why most actions progressed, but central oversight was weaker than intended.

With leadership now stable and a newly resourced team in post, oversight has been re-established. Since May 2026 the Research Engagement and Impact Office has coordinated the HRS4R on behalf of the Director of Research, Innovation and External Engagement, who sponsors the process. The head of the office meets the Director monthly. The office maintains a central action tracker recording status, evidence, outstanding work and blockers for every action. Since June 2026 the Implementation Committee has met twice a month to update the tracker, prepare the interim report and escalate issues. From now on, the Steering Committee will meet quarterly, with a schedule agreed for each academic year. We will review these arrangements after the first year. Researcher representation (R1 to R4) on these structures will be confirmed as part of new Action 26.

Is there any alignment of organisational policies with the HR award? For example, is the HR award recognised in the organisation's research strategy or overarching HR policy?*

Yes. The HR Excellence in Research award is embedded in the University's strategic architecture: HRS4R actions align with the Research and Innovation Strategy 2023-2028, in particular its Nurturing Talent pillar, with the University's people strategy, and with delivery of Strategic Intent 2030. The HRS4R documentation, including the action plan and OTM-R materials, is published on a dedicated HR Excellence in Research web area, and forthcoming revisions of the Research and Innovation and Human Resources strategies will carry the HRS4R commitments into the next planning cycle.

How has your organisation ensured that the proposed actions would be also implemented?*

Every action has a named responsible unit and action owner. Progress is tracked centrally in the action tracker maintained by the Research Engagement & Impact Office, with statuses, evidence and blockers reviewed with owners and escalated through the Steering Committee to the Research and Innovation Academy and the University Executive Team where institutional decisions are required (for example the Researcher Employment Framework and the recommendations on teaching opportunities for research staff). Where actions have slipped, revised timings have been agreed with owners and recorded in this internal review.

How are you monitoring progress (timeline)?*

Progress is monitored against the target quarter for each action using the central action tracker and its summary dashboard, which reports completion status by theme (Ethical and Professional, Recruitment and Selection, Working Conditions, Training and Development). Each tracker entry records the date of last update and the verifying officer. Extended actions carry revised target quarters agreed with the action owner, and these revised timings are stated in the Remarks for each action in this review.

How will you measure progress (indicators) for the next assessment?*

Each action retains the indicators and targets set at the initial phase, supplemented by percentage-completion tracking and published evidence links in the action tracker. For the next assessment, progress will be measured through: completion of extended actions against their revised timings; the KPIs attached to the new actions (for example supervisor training sessions delivered per semester, publication of the Guide for Applicants, researcher survey participation and satisfaction measures, and CoARA action plan milestones); and recruitment monitoring data once the formal OTM-R monitoring system (Action 10) is implemented.

How do you expect to prepare for the external review?*

The University will maintain the action tracker and evidence repository continuously rather than reconstructing progress at review points, and will keep the revised action plan and OTM-R documentation published on the HR Excellence in Research web pages. The researcher voice mechanisms in new Action 26 will provide the community input that the renewal assessment and site visit will require. Preparation for the award renewal, including identification of interviewees across R1 to R4, action owners and external stakeholders, and assembly of the documentation pack for assessors, will begin at least six months before the internal review for award renewal is due.

Additional remarks / comments about the proposed implementation process (max. 1000 words)

TU Dublin remains committed to the HRS4R as a framework for continuous improvement in how it recruits, supports and develops researchers. It works with other Irish higher education institutions, and with partners across Europe, to improve the wider environment for researchers.

Many of the conditions that most affect researchers, including pensions, contract structures and funding models, are set nationally. The University works through the Technological Universities Association (TUA) and with national bodies, including the Higher Education Authority and Taighde Éireann – Research Ireland, to address these. Examples include continued advocacy on pension access for researchers in the

technological university sector (Action 19a), and joint work with other technological universities on reforming research assessment under CoARA (Action 27).

Within the University, the HRS4R is increasingly built into institutional strategy and policy rather than run as a separate exercise:

- The Research and Innovation Strategy 2023–2028 includes "Nurturing Talent" as a strategic pillar, and HRS4R actions contribute directly to it.
- The Researcher Employment Framework (due Q2 2027), the CoARA action plan and the revised Selection Procedures (HRSOP001A) all reflect Charter and Code principles.

The first implementation period coincided with significant institutional change, described in section 2.5. This affected the pace of some actions, and the University used the extension provisions available to it. With leadership now stable and dedicated coordination in place through the Research Engagement and Impact Office, the revised action plan has been set with realistic timings. Some actions still depend on institutional approvals, notably the Research Employment Framework, and the University will monitor these closely. Any further changes to timings will be reported transparently at the Award Renewal stage.