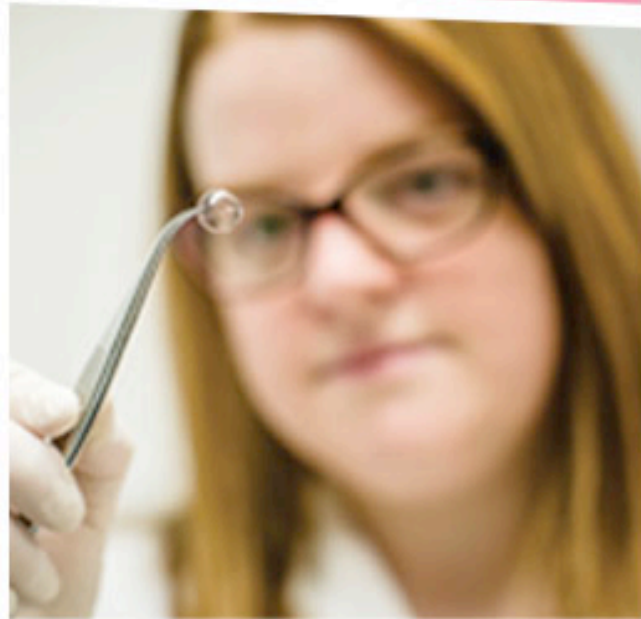




# Human Resources Strategy for Researchers (HRS4R)

## Gap Analysis



Charter & Code Principle	Description of Charter & Code Principle	Current Practice in AIT	Link to AIT Policy	
<b>Ethical &amp; professional aspects</b>				
<b>1. Research Freedom</b>	<ul style="list-style-type: none"> <li>• Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.</li> <li>• Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection.</li> <li>• Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers</li> </ul>	<p>AIT is one of the top ranking Institutes of Technology in Ireland. AIT has identified three strategic areas of research in the Biosciences, Materials and Software to which are also linked to our key areas of teaching. Academic staff and researchers work to share knowledge and expertise to enhance their area through the shared learning from teaching to research and vice versa.</p> <p>AIT staff and researchers work in accordance with the policies and procedures of the Institute to ensure all research is carried out to the highest standards of national and international best practice.</p>	<p>AIT Strategic Plan 2014-2018</p> <p>Teaching &amp; Learning</p> <p>Code of Good Practice</p> <p>Code of Conduct</p> <p>Research Time Release</p> <p>Health &amp; Safety Policy</p> <p>IP Policy</p> <p>Ethics Policy</p> <p>Programmatic Review Research unit (group, centre and institute)</p>	<p><b>Action:</b> No action<sup>1</sup></p> <p><b>Responsible:</b> Office of Research</p> <p><b>Required :</b> No action</p> <p><b>Review:</b> Ongoing</p>

<sup>1</sup> AIT undergo both an internal and external review every two years and in preparation for this we review our policies and procedures annually to ensure they are up to date with external factors and any changes set by government so we are providing the most up to date advice, structures and guidance to our researchers as possible thus providing continuous reflection and maintaining the highest of standards, while we have noted 'No Action' we will be continuously monitoring and reviewing all external and internal factors and see continuous monitor and review as essential

	have to adhere.	<p>AIT support and facilitate academic staff members to pursue research in their field of expertise. In carrying out their research, all members must abide by the highest standards of research ethics, and work in accordance with the terms of the AIT research policies such as Research Ethics, Good Practice in Research, Research Misconduct, Intellectual Property, Procurement, Health &amp; Safety and AIT Strategy for Research &amp; Innovation.</p> <p>Research and innovation activities are subject to regular external panel reviews spanning from research units (groups, centres, institutes) through to faculty processes that informs overarching institution policy. Panel visits encompass experts from benchmarking universities along with other relevant academic, industrial and societal stakeholders that explore alignment of policies with best practice for staff and researcher needs.</p>	external review process informed by AIT strategic Plan 2014-18, along with programmatic review of faculties.	
<b>2. Ethical Principles</b>	<ul style="list-style-type: none"> <li>• Researchers should adhere to the recognised ethical practices and fundamental ethical principles</li> </ul>	The AIT Research Ethics Committee is long established and aspires to provide timely, comprehensive and	Ethics Policy Declaration of Helsinki	<b>Action 1:</b> AIT will work in implementing

	<p>appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectorial or institutional Codes of Ethics.</p>	<p>independent reviews of the ethics of proposed studies, acting in accordance with the <i>Declaration of Helsinki</i>, statements of appropriate ethical practice produced by relevant professional organisations, following International Good Practice Guidelines, relevant EU Directives, National Guidelines and National legislation pertaining to the ethical conduct of research, and acting in good faith with respect to both applicants and the community.</p> <p>All research students are required to attend Induction training (organised by the Postgraduate Office)</p> <p>AIT is fully committed to safeguarding the well-being of all the children and young people with whom we work. AIT does not have a policy on Child Protection but aspires to put in place a policy. This policy would be in line with all national &amp; International best practice especially in accordance with “Children First – National Guidelines for the Protection and Welfare of Children – 1999” which was published by the Dept. of Health and Children.</p>	<p>Research Degree Programmes Procedures</p>	<p>the new HIQUA standards and guidelines as relevant to AITs strategy. AIT will work with other HEIs to contribute to the improvement of research ethics.</p> <p>AIT will update the Ethics policy to meet new national standards to be released Dec 2014</p> <p>AIT propose to develop ethics modules for the staff and students of AIT</p> <p>AIT propose to develop and implement Child Protection Policy in AIT</p> <p><b><u>Responsible:</u></b> Chair of the Research Ethics</p>
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				<p>Committee supported by the Office of Research</p> <p><b>Required :</b> January 2017</p>
<p><b>3. Professional Responsibility</b></p>	<ul style="list-style-type: none"> <li>• Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.</li> <li>• They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers.</li> <li>• The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.</li> <li>• Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.</li> </ul>	<p>AIT work with staff and students to apply the most professional standards when carrying out their research &amp; teaching. This is facilitated through the work of a number of committees and the supporting policies and procedures in AIT.</p> <p>AIT support and facilitate academic staff members to pursue research in their field of expertise. In carrying out their research, all members must abide by the highest standards of research ethics, and work in accordance with the terms of the AIT research policies such as Research Ethics, Research Misconduct, Intellectual Property, Procurement, Health &amp; Safety and AIT Strategy for Research &amp; Innovation.</p> <p>Disciplinary action is appropriate when an employee fails to meet satisfactory standards with regard to, for example;</p>	<p>Standards, Assessments and Awards policy</p> <p>Irish Council of Bio Ethics</p> <p>HIQUA</p> <p>Student Plagiarism</p> <p>Staff Plagiarism</p> <p>Disciplinary Procedures</p>	<p><b>Action:</b> No action</p> <p><b>Responsible</b> Office of the Registrar / HR Office</p> <p><b>Required:</b> No action</p> <p><b>Review:</b> Ongoing</p>

		<p>conduct, job performance, attendance, time keeping and the observance of all Institute rules and regulations.</p> <p>Research and innovation activities are subject to regular external panel reviews spanning from research units (groups, centres, institutes) through to faculty processes that informs overarching institution policy. Panel visits encompass experts from benchmarking universities and state bodies along with other relevant academic, industrial and societal stakeholders that collectively explore alignment of existing policies with best practice for staff and researcher needs. These are transparent all-encompassing processes that engage representative staff and researchers from across the institute where findings are shared by way of open e-repository (moodle).</p>		
<b>4. Professional Attitude</b>	<ul style="list-style-type: none"> <li>• Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms,</li> </ul>	It is the responsibility of the Supervisor / principal investigator	Proposal submission form	<b>Action:</b> No action.

	<p>and should seek all necessary approvals before starting their research or accessing the resources provided.</p> <ul style="list-style-type: none"> <li>• They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</li> </ul>	<p>to instruct and inform the researcher of the funded project goals.</p> <p>Funder Guidelines are made available to all researchers as requested and before they apply for any funding</p> <p>Researchers are required to fill out a Proposal Submission Form prior to submitting their proposal to the funding agency</p>	<p>Guideline for external funders</p> <p>Guidelines AIT finance office</p> <p>Declaration of Personal Interest</p>	<p><b><u>Responsible</u></b> Office of Research</p> <p><b><u>Required:</u></b> No action</p> <p><b><u>Target</u></b> Ongoing</p>
<p><b>5. Contractual &amp; Legal Obligations</b></p>	<ul style="list-style-type: none"> <li>• Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract.</li> <li>• Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.</li> </ul>	<p>All researchers undergo training on IP as part of their induction programme co-ordinated by the Office of Research. In addition researchers undergo training on an annual basis as part of the institute’s compliance with its IP Policy and National IP Protocol. All executed funding contracts relating to researchers are issued to supervisors who inform the researcher of their obligations.</p> <p>All employees are issued with contracts of employment which list all required conditions under national legislation and cover all AIT policies and procedures. Staff are notified of new policies and procedures which are introduced by the Institute. Staff may also participate in introducing new</p>	<p>IP Policy</p> <p>TTO Website</p> <p>National IP Protocol</p> <p>Declaration of personal interest</p> <p>Financial policy on Contract Research Activity</p> <p>Code of Good Practice</p>	<p><b><u>Action:</u></b> No action</p> <p><b><u>Responsible</u></b> Office of Research</p> <p><b><u>Timeline</u></b> Ongoing</p> <p><b><u>Action</u></b> No action</p>

		<p>policies and procedures through attendance at various committees and through representation at governing authority.</p>		
<p><b>6. Accountability</b></p>	<ul style="list-style-type: none"> <li>• Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole.</li> <li>• In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money.</li> <li>• Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.</li> <li>• Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</li> </ul>	<p>AIT conducts a pre-proposal review to ensure AIT is fully aware of the commitments required to ensure successful delivery of the project and a progress reporting process to ensure monitoring of the project towards required outputs.</p> <p>AIT has a procedure for Financial Management of Research Projects. Procedures for good financial management are supported by the project accountant's office in AIT. AIT has a records retention policy and provides full compliance with all audit requirements (internal and external). Audit requirements are supported by the project accountant's office in AIT.</p> <p>The Induction / Staff Handbook is a step by step introduction to work, systems and life in AIT.</p>	<p>Pre Proposal Form</p> <p>Financial Procedures</p> <p>Data Retention Policy</p> <p>Data protection policy</p> <p>Staff Induction Policy</p> <p>HETAC 2010 Research Degree Programme Policy and Criteria</p> <p>IUQB Good Practice in the Organisation of PhD Programmes in Irish Higher Education</p>	<p><b>Action:</b> No action</p> <p><b>Responsible</b> Office of Research / Quality Office</p> <p><b>Target</b> Ongoing</p> <p><b>No action</b></p>
<p><b>7. Good practice in Research</b></p>	<ul style="list-style-type: none"> <li>• Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies.</li> </ul>	<p>AIT's Office of Environmental Health &amp; Safety provides guidance to the greater Institute population to help ensure compliance with health and safety legislation.</p> <p>The safety office prepares</p>	<p>Office of Environment, Health &amp; Safety</p> <p><a href="http://aitintranet.ait.ie/oodev/owhs/index3.html">http://aitintranet.ait.ie/oodev/owhs/index3.html</a></p> <p>Risk Management</p>	<p><b>Action 2:</b> AIT will run a workshop on IT 'secure and safe retention of data and</p>



	<ul style="list-style-type: none"> <li>They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</li> </ul>	<p>guidance documents, carries out risk assessments, conducts safety audits and provides safety training in order to ensure that the activities of the Institute do not pose an undue risk to the health and safety of staff, students and all other third parties.</p> <p>As part of their registration process researchers complete IP Assignment, Data Protection and Confidentiality agreements.</p> <p>The AIT IT Department is ever vigilant and working with the research community in AIT to ensure safe collection and retention of IT systems when handling data</p> <p>Backup and safe storage of research activities are also facilitated at the research unit level (notably institute level) through respective directors in consultation with AIT's Office of Research. In particular, strategies use of e-technologies such as use of Moodle and dedicated internal directories along with frequent transfer of material to external hard drives</p>	<p>Guidelines  <a href="http://aitintranet.ait.ie/oodev/owhs/images/Risk%20Assessment%20-%20Instruction%20&amp;%20Guidance.pdf">http://aitintranet.ait.ie/oodev/owhs/images/Risk%20Assessment%20-%20Instruction%20&amp;%20Guidance.pdf</a></p> <p>Safety Statement</p> <p>HETAC 2010 Research Degree Programme Policy and Criteria</p> <p>IUQB Good Practice in the Organisation of PhD Programmes in Irish Higher Education</p> <p>Terms of Reference of Operation for Research Institute Steering Groups in Materials, Biosciences and Software that capture main strategic areas of research practice and activities for AIT</p>	<p>password security'</p> <p><b>Responsible</b> Office of Research supported / advised by the IT Office and School of Engineering</p> <p><b>Target</b> September 2015</p>
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		are practiced.		
<b>8. Dissemination, Exploitation of Results</b>	<ul style="list-style-type: none"> <li>All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised.</li> <li>Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</li> </ul>	<p><b>Communicating Research - understanding the Knowledge Transfer Activity:</b></p> <p>The library staff of AIT run regular workshops geared to opening up the range of library services and resources to the research community, all such opportunities are communicated via email to all staff. Advice and support on getting articles published is available on an individual basis to advise on the publication process from finding the right journal to submit to, through to assessing the impact of your publication output once you are an established author.</p> <p>The AIT TTO has responsibility for the commercialisation of intellectual property arising from the research outputs of the Institute and for the development of partnerships with industry. AIT's Innovation Centre is dedicated to housing new knowledge intensive and technology companies. (MIRC)</p> <p>The Research Office and the Institute publish internal and</p>	<p><b>Long term goal AIT repository beyond life of plan and funding dependent is to develop an AIT repository to gather researcher profiles and publications</b></p> <p><b>IP Policy Library MIRC</b></p> <p><b>Quest AIT Life</b></p> <p>AIT Posterfest</p> <p><a href="http://BRI.ait.ie">http://BRI.ait.ie</a></p>	<p><b>Action:</b> No action</p> <p><b>Responsible</b> Office of Research / Library</p> <p><b>Target</b> Ongoing</p>

		<p>external top level publications:  Quest – research magazine  AIT Life</p> <p>AIT, its Schools and Research Institutes regularly participate and engage in outreach projects on local, regional, national and international platforms.</p> <p>In particular, AIT recognises its central role in promoting science and research in the Midlands of Ireland, and this can be seen in the range of workshops, festivals and showcases that the research community organises to engage the public, particularly schoolchildren. Some recent examples include: the AIT Science Week, SciFest, Cell Explorers, Engineers Week, etc.</p> <p>The AIT Marketing &amp; Communication Office works closely with researchers across the Institute to promote our research activities to the public in interesting and engaging ways. Press releases and photos of our research stories are issued regularly to national, regional and local newspapers and agencies. The focus of much of our press releases is the impact our research is having on the world around us.</p>	<p><b>Science week link / agenda</b></p> <p><b>Cell Explorers</b></p>	
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<p><b>9. Public Engagement</b></p>	<ul style="list-style-type: none"> <li>• Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science.</li> <li>• Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</li> </ul>	<p>AIT's Quest &amp; website showcases represent the achievements of AIT's researchers, it highlights upcoming events and illustrates the impact of our research activities.</p> <p>Quest is published annually and is produced by the Research Office.</p> <p><b>AIT's website &amp; Facebook, LinkedIn, Twitter.</b></p> <p>AIT's Schools and Research Institutes regularly participate and engage in outreach projects on local, regional, national or international platforms.</p> <p>AIT recently updated its strategic plan which pays specific focus on community engagement</p>	<p><b>Quest Magazine</b></p> <p><b>AIT Life</b></p> <p><a href="http://www.ait.ie">www.ait.ie</a></p> <p><a href="http://www.sri.ie">www.sri.ie</a></p> <p><a href="http://www.mri.ie">www.mri.ie</a></p> <p><a href="http://www.bri.ie">www.bri.ie</a></p> <p><a href="http://www.cisd.ie">www.cisd.ie</a></p> <p><b>AIT Strategic Plan 2014-18</b></p> <p><b>Office of Research Webpage</b></p>	<p><b>Action 3:</b> To update the AIT website and to update the websites of the Research Institutes</p> <p><b>Responsible</b> Marketing &amp; Communications Office, The Biosciences Research Institute (BRI), Materials Research Institute (MRI) and Software Research Institute (SRI) Office of Research</p> <p><b>Target</b> January 2016</p>
<p><b>10. Non Discrimination</b></p>	<ul style="list-style-type: none"> <li>• Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual</li> </ul>	<p>AIT is an equal opportunities employer and as such it is committed to equality of opportunity for existing and potential employees, and to</p>	<p><a href="http://aitintranet.ait.ie/hr/policies/Equal%20Opportunities%20Polic">http://aitintranet.ait.ie/hr/policies/Equal%20Opportunities%20Polic</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> Student Services</p>

	<p>orientation, language, disability, political opinion, social or economic condition.</p>	<p>promoting a work environment free from discrimination on grounds of gender, marital status, family status, race, religious beliefs, sexual orientation, disability, age or membership of the traveller community, in accordance with the relevant legislation.</p> <p>Equality Act 1998-2011 – supports the implementation of this principle. AIT reviews policies and procedures to ensure that they do not, directly or indirectly discriminate against members of staff and potential staff on any ground protected by Equality legislation.</p> <p>AIT has an Equal Opportunities policy to support this principle in practice.</p> <p>Under the Disability Act 2005, all Public Bodies are required to nominate one or more persons as Access Officers, whose responsibility it is to provide assistance and guidance to people with disabilities in accessing the services of the Public Body and to act as a point of contact for people with disabilities who wish to access the service.</p> <p>AIT has nominated two Access</p>	<p><a href="#">y%20Revised%20%2009.doc</a></p> <p><b>DARE Programme Student Services</b></p> <p><b>Access Office</b></p> <p><b>Equality Act 1998-2011</b></p> <p><b>Disability Act 2005</b></p>	<p>/ HR</p> <p><b>Target</b> On going</p>
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		<p>Officers. One based in HR who is the Access Officer for staff and prospective staff, and another in Student services who is the Access Officer for students and prospective students.</p> <p>Members of the public who do not fall under either of these categories who have an enquiry under the Act should contact the HR access officer in the first instance.</p> <p>AIT participates in the Disability Access Route to Education (DARE) a national alternative admissions route offering reduced points places to school leavers with disabilities.</p> <p>The Disability Officer &amp; Access Officers based in Student Resource Centre have responsibility for providing assistance to people with disabilities in accessing the services of the Public Body and to act as a point of contact for students with disabilities who wish to access the service.</p> <p>AIT provides a complete and equitable access to education and all areas of college life, by avidly pursuing in its inclusive policies,</p>		
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		<p>seamless integration and active participation for students with disabilities. The Institute welcomes and encourages applications from students with disabilities/specific learning difficulties. It aims to ensure that all students are given an opportunity to enter the Institute and, while here, to complete their studies successfully.</p> <p>Based on the outcome of the Needs Assessment we may offer students a range of supports which can include: Learning Support, Assistive Technology and Assistive Technology training, individual tutorials, PA support and exam accommodations. The Student Resource Centre advise students of the Disability Act and the complaints procedure pertaining to this, AIT Disability Policy and the AIT Disability &amp; Learning Support Service Code of Practice.</p>		
<b>11. Evaluation/ Appraisal Systems</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should introduce for all researchers, including senior researchers, valuation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.</li> </ul>	<p>PMDS supports staff in realising their maximum potential, to the benefit of both the individual and to the Institute. It should be regarded as an opportunity for Heads of Units to engage positively with staff and to provide the support and encouragement in the</p>	<p><a href="http://www.accesscollege.ie/">http://www.accesscollege.ie/</a></p> <p><a href="http://aitintranet.ait.ie/hr/policies/Equal%20Opportunities%20Policy%20Revised%20%2009.doc">http://aitintranet.ait.ie/hr/policies/Equal%20Opportunities%20Policy%20Revised%20%2009.doc</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> Postgraduate Office / HR Office</p>

		<p>development of their careers. It is also an opportunity to make clear the levels of performance expected of staff to best facilitate career progression. However, in the case of research staff due to the contract durations of this group of staff it does not suit the annual requirements of the current PMDS.</p> <p>Every research student has a primary supervisor who works with each postgraduate student to outline their objectives and review progress on a regular weekly/bi weekly basis. The Post Graduate Office reviews the research student's performance bi-annually. The Post Graduate Office makes a recommendation regarding progression and the PRG makes the final decision.</p> <p>The purpose of these guidelines is to provide students, supervisors, examiners and other Institute staff with the necessary information to ensure best practice in the management of the research degree process.</p>	<b>PRG Terms of Reference</b>	<b>Target</b> On going monitoring and evaluation of the currently review systems
<b>Recruitment</b>				
<b>12. Recruitment</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that the entry and admission standards for researchers, particularly</li> </ul>	AIT provides a complete and equitable access to education and all areas of college life, by avidly	Postgrad requirements  HEAR	<b>Action:</b> No Action



	<p>at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.</p> <ul style="list-style-type: none"> <li>Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</li> </ul>	<p>pursuing in its inclusive policies, seamless integration and active participation for students and researchers with disabilities. The Higher Education Access Route (HEAR) and Disability Access Route to Education (DARE) are both in place in AIT, however both strategies operate at undergraduate level)</p> <p>AIT is an equal opportunities employer and as such it is committed to equality of opportunity for existing and potential employees, and to promoting a work environment free from discrimination on grounds of gender, marital status, family status, race, religious beliefs, sexual orientation, disability, age or membership of the traveller community, in accordance with the relevant legislation.</p> <p>Employment decisions are accordingly based on merit, qualifications, abilities, skills, knowledge and attitude required to perform the job effectively and efficiently, to the standards required both in the present and in</p>	<p>DARE</p> <p>Equal OPPs</p>	<p><b><u>Responsible</u></b> HR Office</p> <p><b><u>Target</u></b> On going</p>
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		<p>the future.</p> <p>Recruitment and selection policies, promotion policies, and training and development policies, and all associated documentation, reflect the Institute’s commitment to this policy.</p> <p><u>Point of clarification:</u></p> <p>First stage researchers (up to PhD) -Student status</p> <p>All other researchers – Employment status</p> <p><u>Postgraduate students – entry requirements and Application Procedures</u></p> <p>1. To be eligible to enter on a programme of study and research for the degree of PhD a candidate must have reached a high honours standard at the examination for the primary degree or presented such other evidence as well satisfy the Head of School and the Institute of his/her fitness. The candidate must also first register on a masters registrar and then upon successful completion of a transfer process can proceed to</p>		
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		<p>PhD.</p> <p>2. The application, together with the recommendation of the Head of School, shall be considered by the Research Institute in which the programme is to be pursued.</p> <p>The title of the thesis, or a short description outlining the nature of the work, must be provided to the Institute when the candidate is being recommended for acceptance. If the candidate's application is approved by the Institute, he/she must register as a masters candidate for the relevant period and upon satisfying criteria and on successful presentation of a transfer report and proceed to PhD.</p> <p>3. The Academic Council is empowered to withdraw the acceptance of any candidate on the recommendation of the Institute concerned.</p> <p>All employment opportunities for researchers are open to both internal and external applicants. Advertisements are proofed and authorised by HR to ensure compliance with best practice and</p>		
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		<p>legislation.</p> <p>AIT is an equal opportunities employer</p>		
<b>13. Recruitment Code</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.</li> <li>Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants.</li> <li>Employers should include a description of the working conditions and entitlements, including career development prospects.</li> <li>Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</li> </ul>	<p>AIT have in place an online e-recruitment application process.</p> <p>It is agreed that all Research Funded positions must be advertised to ensure openness and transparency. These are advertised for a minimum of 1 week, but more usually for 10-14 days.</p> <p>All vacancies are advertised on <a href="http://www.ait.ie">www.ait.ie</a> and/or in National Press, Local Press or international publications. We also advertise on the Euraxess website for Research positions.</p> <p>Applications are via e-recruitment. Full and comprehensive job descriptions are published with the advertisement outlining competencies required and full details on role and responsibilities. When writing the job descriptions the first task is to clarify exactly what the post holder will do. If it is an existing position, consider whether the job has changed, and whether the job description needs to be changed to accurately reflect what the person in the post will now be required to do.</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>Euraxess Website</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		Advertisements are proofed and authorised by HR to ensure compliance with best practice and legislation.		
<b>14. Selection</b>	<ul style="list-style-type: none"> <li>• Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate.</li> <li>• Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews.</li> <li>• Members of selection panels should be adequately trained.</li> </ul>	<p>AIT Assessment Boards have a minimum of three members, and have gender balance. The purpose of the Assessment Board is to assess the merit of each applicant and to recommend for appointment the applicant with the greatest merit in relation to the criteria as specified for the post.</p> <p>Individual members of an Assessment Board are selected on the understanding that they meet the following requirements: adequate knowledge of the requirements of the job; an understanding of the recruitment and selection process; are of an equal or higher grade than the vacant position; are free from bias in relation to any candidate.</p> <p>The strategy the Board of Assessment adopts must be:  Transparent – i.e. it is conducted in a way that would stand up to external scrutiny;  Reliable – i.e. it provides a consistent measurement process for the assessment of each</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>Interview Guidelines</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		<p>candidate; Valid – i.e. it is appropriate given the requirements of the job and supports appointment on the basis of merit.</p> <p>To this end all AIT Selection Committees are supplied with comprehensive notes which they are obliged to read prior to interview, the objective of which is to prepare for and structure effective interviews, ask appropriate interview questions and elicit relevant information from Interviewees.</p> <p>These notes outline in detail</p> <ul style="list-style-type: none"> <li>• Purpose of interview</li> <li>• Role of the interviewee</li> <li>• Equality of opportunity, Questioning style</li> <li>• Listening skills</li> <li>• Assessment of candidate</li> <li>• Marking of candidate</li> <li>• Freedom of information</li> </ul> <p>The interview board can have up to five or six interviewers especially in the case of more senior posts. Representatives from funding agencies and partner research institutes can participate as board members if desired</p> <p>Although there is a preference for</p>		
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		face to face interviews, audio visual interviews are allowed to facilitate applications from international candidates. The Institute has a wide range of audio-visual facilities to assist PI's with their recruitment.		
<b>15. Transparency</b>	<ul style="list-style-type: none"> <li>• Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects.</li> <li>• They should also be informed after the selection process about the strengths and weaknesses of their applications.</li> </ul>	<p>With regard to selection criteria each job description has a section on essential criteria/requirements for the role which are used as the selection criteria and which are scored against in the interview.</p> <p>The number of available positions is clearly outlined in the Job description and whether the post is part time or full time.</p> <p>The selection decision and any supporting evidence must be documented. Assessment sheets comment on the relative merit of recommended applicant(s) on the basis of the selection criteria. The recommendation sheet is completed and signed by all members of the Assessment Board and returned by the Chairperson to HR along with any other relevant documentation including notes taken during interviews. All other documentation (including copies of applications) are safely disposed of.</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>sample advert</b></p> <p><b>FOI Act</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		<p>The Institute is governed by the provisions of The Freedom of Information Act 1997. This act confers on individuals a legal right of access to their own personnel information held by the Institute and to their own employment records. It also confers on individuals a legal right to have made know to them in writing the reasons for decisions made by the Institute that have materially affected them. The Chairperson of every Selection Board will therefore be required to document the reasons for the decision made by the Selection Board in respect of each candidate, both at shortlisting and final selection stage for release to candidates on request. Assessment Board members are made aware that any notes that they make about any of the candidates may be discoverable under Freedom of Information. HR's Notes for Interview Boards outlines further information on both the formation and responsibilities of Assessment Boards and Assessment Board members.</p> <p>Candidates who are not shortlisted who request feedback are given the reason they did not meet the</p>		
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		<p>criteria.</p> <p>Shortlisted candidates are invited to interview and the invitation letter/notice provides further information. Candidates are given contact details and are encouraged to make contact with any queries or special requirements they might have.</p> <p>Post-interview candidates are notified of the result and where it is requested are provided with an opportunity to receive feedback on their performance at interview, by way of a copy of their assessment sheet which was completed by the interview board.</p> <p>HR retains records of all recruitment campaigns in compliance with FOI Act.</p>		
<b>16. Judging merit</b>	<ul style="list-style-type: none"> <li>• The selection process should take into consideration the whole range of experience of the candidates.</li> <li>• While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.</li> <li>• This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications.</li> </ul>	<p>The selection process at AIT includes an assessment piece which lists a variety of competencies. In additions to candidate qualifications, relevant experience, presentation skills, intellectual ability, interests, motivation and special factors (pertaining to the job on offer) are also included in the selection process.</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>Assessment Sheet</b></p> <p><b>Declaration Form</b></p> <p><b>Interview Guidelines</b></p> <p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

	<ul style="list-style-type: none"> <li>• Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities.</li> <li>• For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.</li> </ul>	<p>Candidates are assessed under the following headings:-</p> <p><b>Education and Training</b> – good education background to Degree level/relevant post graduate qualification/research experience. Masters/PhD level, teaching qualifications/relevant training</p> <p><b>Work Experience</b> – Relevant industrial experience; /level &amp; duration of experience; lecturing experience/work method/approach</p> <p><b>Interpersonal Skills:</b> - Strong verbal communication skills; Personable; Relates well; Can handle difficult people situations; Confident style</p> <p><b>Interest Motivation:-</b> Personally motivated; evidence of self-development; realistic understanding of job; continuous improvement; flexible attitude to change; enthusiasm; willing to undertake wider roles.</p> <p><b>General:-</b> Ability to do job; potential to do job; enthusiasm for job</p> <p>In addition the interview board will also assess whether the candidate has a demonstrated commitment to research and publications; an understanding of the operational requirements for a successful research project; evidence of</p>		
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		<p>research activity (publications, conference presentations, awards) and future scholarly output (working papers, research proposals, and ability to outline a research project); excellent Communication Skills (Oral, Written , Presentation etc.) ; Excellent Organisational and Administrative skills including a proven ability to work to deadlines.</p> <p><u>Post Doc Researcher</u> A PhD or a minimum of four years industrial experience is required for the level of postdoctoral researcher/research associate.</p> <p><u>Research Fellows</u> will typically be holders of a PhD with significant post-qualification research experience. They will have a track record of high-quality publications and/or innovation outputs, in accordance with the norms of their discipline. Additional skills and experience are often required which include:-</p> <ul style="list-style-type: none"> <li>❖ an international element and/or enterprise experience</li> <li>❖ a demonstrated understanding of operational requirements for a successful research</li> </ul>		
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		<p>project and managing resources</p> <ul style="list-style-type: none"> <li>❖ knowledge and application of the principles underpinning successful grant application</li> <li>❖ ability to identify and fulfil the academic writing requirements for target publications</li> <li>❖ a proven record of working with team members and PhD students to help build their research skill and the knowledge to support and guide their professional development</li> <li>❖ the ability to generate new ideas and links and build upon existing ideas to generate unique concepts and solutions.</li> <li>❖ evidence of significant contribution to the development of their research and design and implementation of a substantial programme of research</li> <li>❖ developing a growing reputation within their field of research</li> <li>❖ contributing to the application for research grant(s)</li> </ul>		
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		<ul style="list-style-type: none"> <li>❖ be successfully managing research projects including the co-supervision and mentoring of more junior staff.</li> <li>❖ demonstrate a thorough understanding of the research area(s) both nationally and internationally</li> <li>❖ contribute to teaching/tutoring and mentoring in an associated school and under the supervision of an Academic Faculty member (as appropriate).</li> <li>❖ publishing on a regular basis in a high quality peer reviewed journal(s)</li> </ul>		
<p><b>17. Variations in the chronological order of CVs</b></p>	<ul style="list-style-type: none"> <li>• Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track.</li> <li>• Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</li> </ul>	<p>All applicants for research posts make application online via e-recruitment and must meet the criteria as listed in the advertisement. The applicant can put as much or as little information as they wish in their application. The option to discuss the post with the PI or his/her nominee is also included in the advert which allows the applicant an opportunity to discuss the post in more detail if desired.</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		<p>AIT Interviews are competency &amp; skill based interviews and candidates are awarded merit for the following:-</p> <ul style="list-style-type: none"> <li>❖ Education &amp; Training</li> <li>❖ Work Experience</li> <li>❖ Interpersonal Skills</li> <li>❖ Interest &amp; Motivation</li> <li>❖ General ability &amp; potential to do the job</li> </ul>		
<p><b>18. Recognition of mobility experience (code)</b></p>	<ul style="list-style-type: none"> <li>• Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</li> </ul>	<p>If mobility experience is deemed to be one of the criteria necessary for the post then it will be considered by the interview board in the same manner as the other criteria and scored accordingly in line with the recruitment procedure based on experience for the competency. Mobility at Post Graduate level is considered as an added-value when there is a clear scientific justification.</p> <p>There is evidence to support that mobility experience is valued at AIT. Current research staff include the following:-  68% listed as Irish nationals  17.5% listed as EU (not including Irish)  14.5% listed as non-EEA nationals.  AIT has many educational and</p>	<p><b>Hosting Agreements</b></p> <p><b>International Office weblink and information pack and procedures</b></p> <p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>English language support IELTS</b></p> <p>AIT participation in EU Erasmus Mundus programmes</p> <p>Facilitation of Adjunct Professorships, Visiting Research</p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		<p>industrial partners which allow research staff to gain further experience by visiting and collaborating with such partners. Postgraduate students frequently engage in EU Erasmus Mundus programmes</p> <p>AIT staff appointed as external examiners, Marie Curie visiting Research Fellowships (academia and industry) and Adjunct professorships at collaborating Institutes of Technologies and Universities (encompassing international benchmarking Universities)</p>	<p>fellows (Marie Curie) at benchmarking higher educational institutions.</p>	
<p><b>19. Recognition of qualifications</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.</li> <li>They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these</li> </ul>	<p>The Human Resource Department at AIT requests original, certified, stamped transcripts of all qualifications from applicants at offer stage, regardless of the awarding institute</p> <p>All postgraduate student applications are processed through the Postgraduate Office in AIT which present all information re the postgrad application to our Postgraduate Review Group (PRG). All transcripts are requested before an application will be reviewed</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>Postgraduate Review Group</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

	<p>qualifications through all available channels.</p>	<p>(not necessary for AIT graduates as they are available locally in the Institute).</p> <p>The entry requirements and application procedure is: To be eligible to enter on a programme of study and research for the degree of PhD a candidate must have reached a high honours standard at the examination for the primary degree or presented such other evidence as will satisfy the Institute of his/her fitness.</p> <p>On successful review from the PRG the candidate receives a letter of offer from AIT to register for their programme of research study</p>		
<b>20. Seniority</b>	<ul style="list-style-type: none"> <li>The levels of required qualifications should be in line with the needs of the position and not be set as a barrier to entry.</li> <li>Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained.</li> <li>As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</li> </ul>	<p>Once the essential qualification requirements have been met the criteria outline a requirement for recognition of relevant experience depending on the level of the post. The Criteria are evidence based and the candidates are scored using the same criteria to ensure transparency throughout the recruitment and selection process. The Human Resource Department at AIT requests transcripts of all qualifications from applicants at offer stage, regardless of the awarding institute.</p>	<p><a href="http://www.ait.ie/vacancies/">http://www.ait.ie/vacancies/</a></p> <p><b>prior learning advise and assessment through the office of Adult and Continuing Education</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>



		<p>A PhD is required for postdoctoral research positions and AIT requests transcripts of all qualifications at offer stage. In addition to qualifications the selection criteria also includes relevant experience and achievements of the candidates which meet the criteria of the post on offer.</p> <p>Applications from candidates without a PhD are accepted if the applicant has four or more years industrial experience. In such instance the PhD qualification is a desirable requirement rather than an essential one.</p> <p>The criteria for all research posts are evidence based and the applicants are scored using the same criteria to ensure transparency.</p> <p>The Institute also supports staff who wish to avail of training for professional qualifications, i.e., PhD.</p>		
<b>21. Post Doctoral Appointments</b>	<ul style="list-style-type: none"> <li>• Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers.</li> <li>• Such guidelines should take into account time spent in prior postdoctoral appointments at other</li> </ul>	<p>In advance of advertisement a Recruitment Request Form is completed on all positions by the Supervisor/Manager, which is presented to the Project Accountant for financial approval and the HR Manager and Head of Research, Enterprise &amp; Innovation for final approval. This document clearly outlines the Job Title,</p>	<p><b>Recruitment Request form</b></p> <p><b>Job description template</b></p> <p><b>IUA Guidelines</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

	<p>institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>	<p>Project Title and details with specific regard to duration and salary range.</p> <p>Full and comprehensive job descriptions are published with the advertisement outlining competencies required and full details on role and responsibilities.</p> <p>When making appointments the IUA guidelines are referred to for guidance on mapping for salary purposes.</p> <p>When deciding on level on scales, consideration is also given to funding availability, experience and are market driven and discipline related.</p> <p>Contract and salary details are specified in the advertisement for all research posts. Contracts of employment are issued to all staff and refer to the specific purpose of the post.</p> <p>Contracts for research staff are funded by external agencies and it can prove difficult to plan training for shorter contracts.</p>		
<b>Working conditions and social security</b>				
<p><b>22. Recognition of the profession</b></p>	<ul style="list-style-type: none"> <li>All researchers engaged in a research career should be recognized as professionals and be treated</li> </ul>	<p>The Institute recognises the valuable contribution made by</p>	<p><b>RI&amp;E Terms of Reference</b></p>	<p><b>Action:</b> No Action</p>

	<p>accordingly.</p> <ul style="list-style-type: none"> <li>This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).</li> </ul>	<p>researchers to the institution and treats researchers as professionals. Researchers are represented on AIT's Research Innovation &amp; Enterprise (RIE) and on various other committees.</p> <p>From time to time in recognition of contribution made by researchers are nominated for honorary titles. This process is supported by the Office of Research</p>		<p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>
<p><b>23. Research Environment</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed.</li> <li>Funders should ensure that adequate resources are provided in support of the agreed work programme.</li> </ul>	<p>AIT is committed to implementing the Salzburg II Recommendations and the EC Principles for Innovative Doctoral Training. AITs postgraduate research programmes provide both advanced discipline-specific and generic skills modules.</p> <p>PhD programmes are organised with cognisance of IUQB Good Practice Guide.</p> <p>Office of the Director of Postgraduate studies provides advice such as a guide to help PhD students prepare for the viva.</p> <p>Inter-institutional collaboration agreement for the purpose of enabling module delivery though</p>	<p><b>Salzburg II</b></p> <p><b>EC Principles for Innovative Doctoral Training</b></p> <p><b>AIT postgraduate training modules</b></p> <p><b>AIT postgraduate handbook</b></p> <p><b>IUQB Good Practice Guide to PhD programmes</b></p> <p><b>Health &amp; Safety Office</b></p> <p><b>AIT Library</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> <b>Office of Research with support from the Health &amp; Safety Office and the Office of the Director of Postgraduate studies</b></p> <p><b>Target</b> On going</p>

		<p>other Higher Education Institutions in Ireland.</p> <p>The AIT Library provides research support assistance to researchers with their studies and projects.</p> <p>The AIT Health &amp; Safety Office provides guidance to the greater AIT staff and student population to help ensure compliance with health and safety legislation. The Safety Office prepares guidance documents, advises on risk assessments, arranges external safety audits. The H&amp;S Office also provides safety training courses in order to ensure that the activities of the Institute do not pose an undue risk to the health and safety of staff, students and all other third parties.</p> <p>Student Services provide a comprehensive campus students service which includes support in areas for example childcare, chaplaincy, health, medical &amp; career guidance to all registered students of the Institute in a professional, courteous and confidential manner.</p>		
<b>24. Working Conditions</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that the working conditions for</li> </ul>	Access to comprehensive information on policies and	<a href="http://aitintranet.ait.ie">http://aitintranet.ait.ie</a>	<b>Action:</b> No Action

	<p>researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements.</p> <ul style="list-style-type: none"> <li>• They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career.</li> <li>• Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</li> </ul>	<p>procedures is available on the Intranet via <a href="http://www.ait.ie">www.ait.ie</a></p> <p>Researchers have access to policies in the same manner as others commensurate with their legal status. AIT has a range of policies covering work life balance e.g., different leave arrangements and working patterns including: maternity leave, paternity leave, study &amp; exam leave, force majeure leave and leave of absence for research.</p> <p>AIT through its' Disability Liaison Officer and Access Officer endeavours to provide or arrange for and co-ordinate assistance and guidance to people with disabilities who access AIT, as well as ensuring that AIT is in compliance with the Disability Act 2005.</p> <p>All employees including researchers are issued with a contract of employment which provides comprehensive information on employment conditions, policies and procedures.</p> <p>Researchers have access to leave schemes in the same way as any other category of employee. Leave such as career breaks, part-time working must be agreed and</p>	<p><a href="/hr/policies.shtml">/hr/policies.shtml</a></p>	<p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>
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		approved by the line manager as appropriate. Only academic staff have access to sabbatical leave. Entitlements to Parental leave from March 2013 entitles each parent to 18 weeks parental leave for each child to be taken before the child reaches the age of 13		
<b>25. Stability and permanence of employment</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.</li> </ul>	<p>AIT's preference is to provide a single specific purpose contract for the maximum duration permissible within the funding available for a project. However, it is recognised that funded programmes supported by exchequer and non-exchequer sources of funding can be of variable durations.</p> <p>All employees are given written employment contracts.</p>	<p><b>IUA Scales</b></p> <p><b>ESS – Employee Support Service</b></p> <p><a href="http://aitintranet.ait.ie/hr/policies.shtml">http://aitintranet.ait.ie/hr/policies.shtml</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>
<b>26. Funding and salaries</b>	<ul style="list-style-type: none"> <li>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements.</li> <li>This must include researchers at all career stages including early-stage</li> </ul>	<p>AIT employs researchers at all career stages including early stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities. Salaries for researchers are in line with the IUA Guidelines for Contract Researchers Salary Scales. The Principal Investigator and/or Director of Research Institute is responsible for proposing a salary at a point that is compatible with the applicant's skills and</p>	<p><a href="http://www.iua.ie/research-innovation/researcher-salary-scales/">http://www.iua.ie/research-innovation/researcher-salary-scales/</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

	<p>researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</p>	<p>experience and competitive with their existing remuneration or remuneration being offered by other prospective employers. Where a PI/Director wishes to appoint at a salary point other than the agreed fixed salary points or outside the scope of this policy, they must have explicit approval of the Project Accountant and Director of Research, Enterprise &amp; Innovation at AIT prior to submitting to AIT HR. Fixed salary levels are not scales, however, and automatic incremental progression does not apply. In line with other non-scale staff, the PI may make a case to the Project Accountant and Director of Research Institute for a change in salary level.</p> <p>Research employees are mapped where funding allows as per the IUA guideline salary scales. Research staff are also paid on fixed salaries as appropriate as in the case of Marie Curie and other personal fellowships.</p>		
<p><b>27. Gender Balance</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level.</li> <li>This should be achieved on the basis of</li> </ul>	<p>The Institute is committed to equality of opportunity for all job applicants and selects those suitable for employment solely on the basis of merit. AIT has a policy</p>	<p>AIT's Equal Opportunities Policy: <a href="http://aitintranet.ait.ie/hr/policies.shtml">http://aitintranet.ait.ie/hr/policies.shtml</a></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p>

	<p>an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria.</p> <ul style="list-style-type: none"> <li>To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.</li> </ul>	<p>of Equal Opportunities which outlines that candidates will be selected based on meritocracy (quality &amp; competency), irrespective of the nine protected grounds.</p> <p>In 2009 AIT updated The Equal Opportunities Policy to ensure that all Interview Boards will have gender representation and states that boards will not be comprised of persons of one sex only.</p> <p>All recruitment and selection procedures are equality proofed and the Institute has a robust equality policy in place.</p>	<p>HR interview pack</p> <p>HR interview training (group and 1-2-1)</p>	<p><b>Target</b> On going</p>
<p><b>28. Career development</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts.</li> <li>It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future.</li> <li>All researchers should be made familiar</li> </ul>	<p>AIT recognises that staff are a vital and valued asset and will encourage and enable everyone to develop their potential. Support for staff development will encompass staff at all levels and in all categories of the Institute. PMDS (Performance Management and Development System) is the primary means of training needs analysis for all staff members. As part of this process relevant departmental/functional heads, in consultation with their staff, will identify appropriate courses for submission to this committee.</p>	<p><b>Staff Development Policy accessible via Intranet at:-</b> <a href="http://aitintranet.ait.ie/hr/policies.shtml">http://aitintranet.ait.ie/hr/policies.shtml</a></p>	<p><b>Action 4:</b> To develop a career strategy over the next number of years for researchers.</p> <p>To monitor and update staff on any new requirements to the recruitment process and any HR legislation and to staff development</p>



	with such provisions and arrangements.	The Staff Development Policy has been developed to ensure that documented, controlled and auditable procedures exist within Athlone Institute of Technology to ensure fair and equitable implementation of the institute's staff development policy.		<p><b>Responsible</b> HR Office and the Office of Research</p> <p><b>Target</b> January 2018</p>
<b>29. Value of mobility</b>	<ul style="list-style-type: none"> <li>Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career.</li> <li>Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.</li> <li>This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</li> </ul>	<p>There is evidence to support that mobility experience is valued at AIT.</p> <p>Current research staff include the following:-</p> <ul style="list-style-type: none"> <li>68% listed as Irish nationals</li> <li>17.5% listed as EU (not including Irish)</li> <li>14.5% listed as non-EEA nationals.</li> </ul> <p>AIT has many educational and industrial partners which allow research staff to gain further experience by visiting and collaborating with such partners.</p>	<p><b>Marie Curie Website</b></p> <p><b>Euraxes Website</b></p> <p><b>Fulbright Website</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office / Office of Research</p> <p><b>Target</b> On going</p>
<b>30. Access to career</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should</li> </ul>	All research students are		<b>Action:</b>

<p><b>advice</b></p>	<p>ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>	<p>supported by the Career Office in AIT.</p> <p>Researchers also have access to a wide variety of training courses either through the office of Research, Office of Teaching &amp; Learning, Adult Education and Staff Development</p> <p>Researchers and Principals Investigators can also request specific training courses as appropriate.</p> <p>Staff can discuss their career plans with HR and can be offered referral for career advice and planning</p>	<p><b>Careers Office</b> <b>HR Office</b> <b>Staff Development</b></p>	<p>No Action</p> <p><b>Responsible</b> HR Office &amp; Office of Research with support from the Adult &amp; Continuing Learning and the Unit for Teaching &amp; Learning</p> <p><b>Target</b> On going</p>
<p><b>31. Intellectual Property Rights</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&amp;D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.</li> <li>Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements</li> </ul>	<p>The AIT Intellectual Property Policy has been in operation since 2005. This policy was developed in accordance with best practice and is consistent with the Guidelines for Managing Research-Generated Intellectual Property and the National Codes of Practice.</p> <p>This Policy provides for commercial income to be distributed to the researchers and other creators of Intellectual Property.</p>	<p><b>AIT IP Policy</b> <b>AIT IP documentation / forms</b></p> <p><b>National Guidelines</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> Office of Research Tech Transfer Office</p> <p><b>Target</b> On going</p>

	or other types of agreement.			
<b>32. Co-authorship</b>	<ul style="list-style-type: none"> <li>Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research.</li> <li>Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).</li> </ul>	<p>The issue of authorship is important in the context of good research practice. In line with the general guidance given by the journal Nature, AIT expects anyone listed as an author on a paper to accept personal responsibility for ensuring that they are familiar with the contents of the paper, and that they can identify their contributions to it.</p> <p>AIT participation in EU Erasmus Mundus programmes</p> <p>Facilitation of Adjunct Professorships, Visiting Research fellows (Marie Curie) at benchmarking higher educational institutions.</p>	<p><b>Scientific writing workshops and notes</b></p> <p>Appointment of dedicated support for journal and research grant writing coordinate through AIT's Office of Research</p> <p>'Champion' Internationally-recognised researchers from within AIT provide a mentoring process to novice staff and researchers in order to enhance the learning process for authorship of papers.</p>	<p><b>Action 5:</b> To develop a policy &amp; guideline around the development of publications and managing publications</p> <p><b>Responsible</b> Office of Research &amp; AIT Library with support from the Registrars Office and the Research Institutes in AIT</p> <p><b>Target</b> September 2016</p>
<b>33. Teaching</b>	<ul style="list-style-type: none"> <li>Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths.</li> <li>However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the</li> </ul>	<p>Teaching &amp; Learning provided by Centre for Teaching &amp; Learning is available to all researchers.</p> <p>Research Students are expected and encouraged to contribute &amp; support the teaching, tutorials</p>	<p><b>Office of Teaching &amp; Learning</b></p> <p><b>Courses Staff Development</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office and Unit for Teaching &amp; Learning</p>

	<p>beginning of their careers, from carrying out their research activities.</p> <ul style="list-style-type: none"> <li>Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment.</li> <li>Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.</li> </ul>	<p>within their respective schools.</p> <p>Researcher’s contracts of employment do not include teaching. However, some tutorials for the purpose of career development is allowed.</p> <p>The Office of Teaching &amp; Learning run programmes to postgraduate level on Teaching &amp; Learning in Higher Education.</p>		<p><b>Target</b> On going</p>
<p><b>34. Complaints/Appeals</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers.</li> <li>Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.</li> </ul>	<p>AIT is committed to ensuring the dignity of each of its employees and committed to ensuring that the workplace is free from bullying, sexual harassment and harassment</p> <p>All employees and other persons working in the Institute’s business have the right to be treated with dignity and respect</p> <p>Complaints by employees will be treated with fairness and sensitivity and in as confidential a manner as possible. AIT’s Anti bullying &amp; harassment policy can be accessed via the Intranet</p> <p><a href="http://aitintranet.ait.ie/hr/policies">http://aitintranet.ait.ie/hr/policies.</a></p>	<p><a href="http://aitintranet.ait.ie/hr/policies.shtml">http://aitintranet.ait.ie/hr/policies.shtml</a></p> <p><b>The HR portal contains a full list of policies and procedures regarding all HR issues</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> HR Office</p> <p><b>Target</b> On going</p>

		<a href="#">shtml</a> <p>The Institute is committed to the development and maintenance of a positive working environment for all employees. It is the policy of the Institute to encourage employees and Heads of Function/HR Department to resolve problems and handle complaints informally and quickly, without recourse to formal disputes or Grievance Procedures. The Institute endeavours to foster a working environment and working relationships in which the informal resolution of differences is the norm. It is recognised, however, that from time to time issues may arise which need more formal arrangements to ensure a satisfactory and effective solution. In such cases, the Grievance Procedure, which provides effective and fair processes by which employees can seek redress of grievance, will be utilised</p>		
<b>35. Participation in decision making bodies</b>	<ul style="list-style-type: none"> <li>Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as</li> </ul>	<p>The organisational structure of AIT is</p> <ul style="list-style-type: none"> <li>Governing Body</li> <li>Academic Council</li> <li>Executive Management Team</li> </ul>	<p><b>Terms of Reference;</b>  <b>Governing Body</b>  <b>Academic Council</b>  <b>Executive Management</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> Registrar Office</p> <p><b>Target</b></p>

	to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.	<p>Researchers are represented on Governing Body, academic council and EMT, all of which is responsible for managing and controlling all the affairs of AIT.</p> <p>Members are elected by means of ballot of all staff on Governing Body.</p> <p>There is also student representation.</p> <p>Researchers are also represented on the Research Committee which is chaired by Head of Research. Researchers also have represented to the various steering committees of the research institutes within AIT.</p>	<b>AIT Strategic Plan</b>	On going
<b>Training</b>				
<b>36. Relation with supervisors</b>	<ul style="list-style-type: none"> <li>• Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.</li> <li>• This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</li> </ul>	<p>Every research student has a primary supervisor, whose roles and responsibilities are provided in the Institutes postgraduate guidelines for Research study.</p> <p>The Postgraduate Review Committee appoint an independent panel of reviewers to research student's performance at the 12 month stage of their study. This independent panel makes a recommendation regarding progression and the Institute makes the decision. The majority</p>	<p><b>12 month review procedure and guidelines</b></p> <p><b>Postgraduate review group Terms of Reference</b></p>	<p><b>Action:</b> No Action</p> <p><b>Responsible</b> Office of Research and Office of Postgraduate director</p> <p><b>Target</b> On going</p>

		<p>of postdoctoral researchers are employed on specific purpose contracts, durations of contracts vary. At an early stage in the contract of the PI and researcher must meet for the specific purpose of managing performance and also to allow the researcher to set their own career objectives.</p> <p>The current practice is dependent solely on the PI and the researcher.</p>		
<b>37. Supervision and managerial duties</b>	<ul style="list-style-type: none"> <li>Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators.</li> <li>They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</li> </ul>	<p>As part of the action by AIT to develop a career strategy for AIT researchers, we propose to develop a module on Postgraduate Student Supervision which will be available to academics and research staff.</p> <p>Training is provided to supervisors by the Office of the Director of Graduate Studies but this such action will provide a more structured module.</p>	<p><b>Academic Council</b></p> <p><b>Postgraduate Development handbook</b></p>	<p><b>Action 6 :</b> To develop a training module for supervisors covering postgraduate supervision</p> <p><b>Responsible</b> Office of the Postgraduate Director supported by the Office of Research</p> <p><b>Target</b> Dec 17 / January 2018</p>
<b>38. Continuing Professional Development</b>	<ul style="list-style-type: none"> <li>Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies.</li> </ul>	<p>Training for researchers and supervisors is provided by the Office of the Director of Graduate Studies, the Office of Research and HR office.</p>	<p><b>AIT Postgraduate Guidelines</b></p> <p><b>PMDS</b></p>	<p><b>Action 7:</b> To develop the option of continuous development</p>

	<ul style="list-style-type: none"> <li>This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</li> </ul>	<p>More specific training on research management such as will be considered as part of the previous Action.</p> <p>Managing your research career The research grant process Research collaboration Managing a research team Communicating your research</p>	<p><b>Staff Development</b></p>	<p>modules for staff / supervisors / researchers</p> <p><b>Responsible</b> Office of Research &amp; HR Office in conjunction with the Office of the Postgraduate Director</p> <p><b>Target</b> November 2016</p>
<p><b>39. Access to research training and continuous development</b></p>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.</li> </ul>	<p>AIT Teaching &amp; Learning unit provides a wide portfolio of training opportunities in the areas of teaching, learning and wider academic practice, ranging from single workshops to standalone module, to full credit-bearing postgraduate qualifications. Research staff can avail of these opportunities. Online materials are also available to support those new to teaching.</p> <p>We also provide a framework for peer-observation of teaching and other student feedback mechanisms which can be used for professional development</p>	<p><b>Teaching and Learning Unit</b></p>	<p><b>Action:</b> Agree and develop modules as part of the Career Strategy for Researchers under Action 4, Principle 28</p> <p><b>Responsible</b> Office of the Postgraduate Director, Teaching &amp; Learning Unit supported by the Office of</p>



		<p>purposes.</p> <p>Organisational and staff development provides training to all staff and tailored/specific courses are available upon request.</p> <p>All teaching in the institution is governed by the Learning, Teaching and Assessment Strategy.</p>		<p>Research.</p> <p><b>Target</b> January 2018</p>
<b>40. Supervision</b>	<ul style="list-style-type: none"> <li>Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.</li> <li>Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</li> </ul>	<p>All postgraduate students have a primary supervisor, they can also seek support from the Director of Graduate Studies whose roles and responsibilities are described in the Guidelines.</p> <p>The supervisor/line manager for all staff is specified in the employment contract of all staff.</p> <p>The institute also seek for new supervisors to be supported by an established supervisors to mentor and support the supervision process</p>		<p><b>Action:</b> No action</p> <p><b>Responsible</b> Office of the Postgraduate Director, supported by the Office of Research.</p> <p><b>Target</b> On-going</p>