



Connect & Discover

Athlone Institute of Technology

HRS4R 24 Month Review

November 2017

Table of Contents

1. ORGANISATION INFORMATION	1
Staff & Students	1
Research Funding	2
Organisational Profile	2
2. NARRATIVE	4
2.1 The strengths and weaknesses	4
2.2 Any changes to the priorities in the short- and medium term?	4
2.3 Any changes in the circumstances?	5
2.4 Are any strategic decisions under way?	5
3. PROGRESS OF ACTIONS	6
Action 1 Ethical Principle	6
Action 2 Good Practice in Research	8
Action 3 Public Engagement	9
Action 4 Career Development	10
Action 5 Co-Authorship	12
Action 6 Supervision and managerial duties	13
Action 7 Continuing Professional Development	15
4. OPEN, TRANSPARENT, MERIT-BASED RECRUITMENT	17
Appendix 2	
5. IMPLEMENTATION	19
Appendix 3	
6. NEXT STEPS FOR THE AIT HRS4R 2017-2019	20
Appendix 1 AIT HRS4R Project Team Composition	21
Appendix 2 AIT OTM-R Policy & Checklist	22
Appendix 3 AIT HRS4R Implementation & Review	35
Appendix 4 Glossary	36

INTERNAL REVIEW

Name Organisation under review: **Athlone Institute of Technology [AIT]**

Organisation's contact details: **www.ait.ie +353 90 6468000**

Web-link to published version of organisation's HR Strategy and Action Plan:

https://www.ait.ie/research-and-innovation/hrs4r/

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

https://www.ait.ie/research-and-innovation/hrs4r/

SUBMISSION DATE TO THE EUROPEAN COMMISSION: NOVEMBER 2017

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	151
<i>Of whom are international (i.e. foreign nationality)</i>	22
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	71
<i>Of whom are women</i>	19
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	8
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	44
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	26
<i>Total number of students (if relevant) (postgraduate students)</i>	90 ²

¹

http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

² 90 Postgraduate students currently registered in AIT, 26 of which are currently on a PhD programme with the remaining 64 on Masters programmes

<i>Total number of staff (including management, administrative, teaching and research staff)</i>	663
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	44,314,000
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	17,209,000
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3,865,466
<i>Annual funding from private, non-government sources, designated for research</i>	500,882
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Situated in the centre of Ireland, Athlone Institute of Technology (AIT) is the only higher education institute servicing the Midlands region of Ireland. AIT was established in 1970 with a very clear and ambitious education and research remit. Today some 5,000 students call AIT home. Research capacity and capability is continually being expanded in AIT. AIT has three strategic research institutes: in materials engineering, biomolecular sciences and software engineering. Further research clusters exist at faculty level. The AIT research institutes have developed regional, national and international collaborations with leading multi-national companies and SME and universities.</p>	

2. NARRATIVE (MAX. 2 PAGES)

Please consult the narrative on the strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy. Have any of the priorities for the short- and medium term changed? Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? Are any strategic decisions under way that may influence the action plan?

Please provide a brief commentary – not only looking back, but also looking forward.

The narrative over the following 2 pages addresses a number of questions;

- 2.1 The strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy.
- 2.2 Any changes to the priorities in the short- and medium term?
- 2.3 Any changes in the circumstances in which our organisation operates, which may have had an impact on our HR strategy?
- 2.4 Are any strategic decisions under way that may influence our action plan?

2. Athlone Institute of Technology

AIT was successfully awarded the HRS4R by the European Commission in July 2015. This award was following an internal review of AIT policies and procedures to assess AIT's fit with the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The review was an institute wide process with particular focus and input from AIT's research community. The HRS4R review process ran in parallel with the development of AIT's strategic plan [2014-2018]. This allowed AIT to develop actions for the HRS4R which had strategic importance to AIT and its research community. On review of our Action Plan for this self-evaluation we are looking ahead to the new gaps and challenges that present for our compliance with the HRS4R, for our researchers and for our HR processes to ensure that we are delivering on our duty of care and responsibility to AIT's research community.

2.1 Strengths, Weaknesses, Opportunities & Threats [SWOT]

a) Ethical & Professional Aspects [Principles 1-11]

S : AIT operates within a highly regulated and governed Higher Education sector. AIT is supported by committees and groups to ensure governance to national standards for researchers.

W : AIT Research has a small pool of administration resources with a broad remit to support and maintain existing and new rules and procedures as they arise.

O : Such regulations make for a strong organisation especially given AIT's high level of compliance, thus making AIT an attractive place to work as a researcher.

T : Onerous compliance reporting can divert resources from the priority of supporting the needs of our researchers in undertaking their research; thus we must ensure a balance between the delivery of support to research and compliance reporting.

b) Recruitment [Principles 12-21]

S : AIT works within a highly regulated and governed sector of employment laws and government guidelines ensuring compliance and excellent delivery of support and service to researchers.

W : The Institute of Technology sector has differing guidelines on some issues relative to our university counterparts making it harder to attract researchers in an already competitive market.

O : Creating equality in the area of pensions for researcher in the IOT sector with inclusion in the national pension scheme.

T : Attracting researchers back to Research following the recession and recruitment embargo within our sector and competing with attractive industry salaries.

c) Working Conditions & Social Security [Principles 22-35]

S : Well developed Research activity and areas of expertise.

W : New guidelines, procedures and metrics in Intellectual Property, developing academic publications thus careers of researchers while also maintaining IP and industry linkages.

O : To develop very clear career paths for researchers in working with industry, academic or teaching at a very governed and strategic level.

T : Not achieving success on all levels of external validation/awards e.g. Athena SWAN which could affect our ability to draw down external funding.

d) Training [Principles 36-40]

S : Strong training record since our foundation in developing skilled researchers and supervisors.

W : Slow to adjust to new changes and requirements to remain competitive in attracting researchers.

O : Overhaul of training and development for researchers/supervisors to be more flexible in our delivery and how we support researchers in AIT.

T : Not having the necessary funding to maintain competitiveness and stay ahead of our research competitors in the sector, to hold on to key staff/researchers.

2.2 From the AIT initial Gap Analysis in 2014, we identified 7 actions from the 40 principles. Following in section 3, page 6, we outline the 7 actions and an update as to progress of each action. In the main, each of the actions has been progressing with a steady rate of success. Where difficulty

has arisen, we outline any barriers to success and a corresponding contingency plan as to how we propose to address the action and move forward. As part of this self-review we also had the opportunity to review our Gap Analysis to identify how changes in our sector and operating environment affect our Gap Analysis and Action Plan.

2.3 Since AIT successfully achieved the HRS4R award in 2015, the Institute of Technology sector has experienced major environmental changes influenced at a political level which have had significant implications for Human Resource management in AIT and thus for our HRS4R. Some changes are outlined below - the most notable change being the imminent **legislation to enable Institutes of Technology to become Technological Universities**. This development will bring considerable changes to our sector and to employment contracts improving conditions for researchers. Ireland now emerges from a recession³ during which AIT along with all Irish Higher Education Institutions **suffered substantial funding cuts**, which brought with them a difficult financial and operating environment. This has impacted on AIT but the ambition of our research and the protection of our researchers has stayed strong and in focus. During the recession an **Employment Control Framework⁴ [ECF] was in place for the period 2011 – 2014**. Under the National Recovery Plan 2011-2014, and in accordance with the Programme of Financial Support for Ireland agreed with the EU/IMF, the Irish Government committed to reducing the cost of the public sector paybill by 2014. This led to a knock-on effect in the following years which slowed down the rate of employment of researchers in our sector. **Researchers in the IOT sector have been prevented from entering the National Pension Scheme** unlike their counterparts in the University sector. This has created difficulties in recruiting researchers to our sector. **Lack of government funding for research in the IOT sector⁵** – there are differences in weightings in funding for a student in the University v IOT sector resulting in IOTs receiving less funding for similar outputs. **Introduction of Athena SWAN by 2019 [Bronze]⁶** The Higher Education Authority [HEA] since 2015 has supported a national initiative to introduce the Athena SWAN Charter; Irish HEIs must attain a minimum of the Athena SWAN Bronze award by 2019 to be eligible to compete for funding from Irish research funding agencies.⁷ **AIT opting for U-MultiRank⁸**. AIT is currently submitting an application to U-Multirank 2018, a multidimensional, user-driven approach to international ranking of higher education institutions. This benchmarking will further enhance AIT as a strategic choice for researchers to develop their research careers.

2.4 AIT is working towards an ambition of becoming a Technological University (TU) which will influence the Action Plan. The Technological Universities Bill is expected to be enacted by the end of 2017. AIT is also working to regulations from the Higher Education Authority, the governing body of Higher Education in Ireland, to implement the Athena SWAN Charter which will affect the Action Plan positively in recognising AIT commitment to achieving gender equality in our Institute.

³ http://hea.ie/assets/uploads/2017/06/hea_rfam_final_scoping_paper_012017.pdf

⁴ <http://hea.ie/assets/uploads/2017/05/Appendix-4-Employment-Control-Framework.pdf>

⁵ <http://hea.ie/assets/uploads/2017/06/HEA-RFAM-Working-Paper-8-Funding-Research-Innovation-and-Enterprise-Activity-062017.pdf>

⁶ <http://www.ecu.ac.uk/equality-charters/athena-swan/athena-swan-ireland/>

⁷ <http://www.sfi.ie/research-news/news/irish-funding-bodies-to-require-athena-swan-gender-equality-accreditation-for-higher-education-institutions/>

⁸ https://ec.europa.eu/education/initiatives/u-multirank_en

3. PROGRESS OF ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview, the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

3.1 Action 1

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
Ethical and Professional Aspects				
<p>Principle 2 Ethical Principle</p> <p>Action 1 AIT will work in cooperation with HIQUA and other HEIs to contribute to the improvement of research ethics.</p> <p>[Task 1] AIT will update the Ethics policy to meet new national standards to be released late 2014</p>	<i>January 2016</i>	<p>Research Ethics Committee [REC] under the guidance of the Ethics Chairperson Supported by Office of Research</p>	<p>Revision of the AIT REC Policy to reflect new national standards and AIT's ambition to be a recognised REC.</p> <p><i>Response to national Health Bill re national standards</i></p> <p><i>Review of the policy by REC to incorporate national standards</i></p> <p><i>Attend meetings with the national standards committee / sector groups</i></p>	On-Going
<p>Update Action 1 [Task 1]</p> <p>This action has experienced a delay as the main factors influencing the action were outside the control of AIT as we awaited the work of an external government agency [HIQA – Health Information Quality Authority]⁹ and government approval of legislation to influence the progress of the action. AIT attended information meetings with the national agency HIQA re</p>				

⁹ <https://www.hiqa.ie/sites/default/files/2017-01/Background-Research-Ethics.pdf>

proposed changes in legislation. However due to queries raised by Higher Education Institutions and difficulties with the legislation, the proposed national standards have not yet been agreed or announced; thus, this has impeded AIT in effecting the changes to progress Task 1.. AIT will continue to support the possibility of legislative change.

- Nonetheless, AIT benefited from being involved in this process through having had an invited speaker from the national committee to AIT to advise researchers, staff and REC members on proposed changes to the Health Information Bill regarding Research Ethics Committees in Higher Education.
- AIT made supporting changes to ethical procedures in AIT to be in line with the planned legislation which allowed for greater governance and security of information in reviewing and holding details of projects for ethical review.

Next Steps

AIT's REC Policy is in compliance with current national legislation and best practice. AIT has not moved to comply with new legislation (proposed by Government in 2015) as outlined in action 1 above due to the fact that such legislation has not yet been agreed by Government. AIT will keep the current AIT REC policy and procedures up to date with all Ethical guidelines both national and international. AIT will progress this action when further details are available from Government on proposed changes and the Health Information Bill is introduced.

[Task 2] AIT proposes to develop ethics modules for staff and students of AIT	October 2016	Ethics Committee under the guidance of the Ethics Chairperson Supported by Office of Research	New module for roll-out to undergraduate and postgraduate students	On-Going
--------------------------------------------------------------------------------------	--------------	-----------------------------------------------------------------------------------------------	--------------------------------------------------------------------	-----------------

Update Action 1 [Task 2]

AIT developed a module in Ethics for introduction to all undergraduate and postgraduate programmes. The module was developed and presented to Academic Council and was approved in October 2016. The roll-out of this Task has been slightly delayed as it was advised by Academic Council to do so on a phased basis and to do so in line with academic planning and calendars, and with the support of academic management. The module is being rolled out on selected programmes and is proposed to be run as a separate credit bearing module for researchers in AIT in academic year 2018/2019 (10 Credits).

Next Steps

We propose that following the roll-out of the module and sufficient feedback from AIT's Research Community to introduce this module for researchers, incorporating any changes to content and keeping in line with all up-to-date national legislation and requirements.

[Task 3] AIT proposes to	November 2016	Ethics Committee under the	Development of a new policy to guide	Complete
---------------------------------	---------------	----------------------------	--------------------------------------	-----------------

develop and implement Child Protection Policy in AIT		guidance of the Ethics Chairperson Supported by Office of Research	<i>researchers working with children as part of their research, mainly in the social sciences departments</i>	
------------------------------------------------------	--	--------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------	--

Update Action 1 [Task 3]

This Task [3] allowed AIT to review existing policies and procedures for researchers working with children as part of their projects. The AIT policy was reviewed and updated to reflect new areas of research in AIT needing such guidance and support. The policy, following review and reflection, is now available not only for undergraduate projects but also for the postgraduate and research community.

Next Steps

AIT also proposes through the Ethics Committee to update our Child Protection Policy to ensure that it is in line with all national and international guidelines and that any such changes will be communicated to the research community in AIT.

3.2 Action 2

Principle 7 Good Practice in Research Action 2 IT workshop on secure and safe retention of data	<i>Annually</i>	IT Office Supported by HR Office & the Office of Research	<i>Regular training on safe, secure information and technology</i>	Complete
-------------------------------------------------------------------------------------------------------------------------	-----------------	-----------------------------------------------------------	--------------------------------------------------------------------	-----------------

Update Action 2

This action when rolled out, proved to be very successful. We have provided training annually for staff. In light of feedback from the training workshops, the training was expanded to cover other IT topics on safe and secure information and technology.

AIT is cognisant of the threats to cyber security internationally and recognises the need to protect researchers, their research teams and research information while providing training and on-going reminders for vigilance and one to one advice and support to all staff on data protection and how best to be IT secure.

AIT has also invited external experts to present in AIT on international IT issues of security

and data protection and how best to be IT secure.
 Feedback was sought from researchers towards the content of the initial workshops and feedback was also taken following the workshops.

Next Steps

AIT has appointed an IT resource specific to the Research Community to handle IT issues and offer advice in a more timely manner.

AIT plans to offer training annually in this area.

AIT's IT department offers online updates and reminders towards IT issues and being IT security aware.

Following all IT & Security training, feedback is sought and used to influence future workshops.

3.3 Action 3

<p>Principle 9 Public Engagement Action 3 To update the AIT website</p>	<p>August 2015</p>	<p>Marketing Manager & Communications with support of IT, Office Research, Institute Directors & Teams</p>	<p>Updated website for AIT and Research Institutes</p>	<p>Complete</p>
--------------------------------------------------------------------------------------------------------------------------	--------------------	--------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------	------------------------

Update Action 3

This action is now complete. This action was behind target due to budgetary constraints. The website was revamped with a fresher look and structure, easier search option and overall more ease of use (www.ait.ie). The Marketing and Communication Manager and Team oversaw the project. Each section of the website was advised by the relevant department staff including both research staff and research postgraduates.

Next Steps

Our 3 Research Institutes and 2 industry centres are also updating their websites including relevant information for researchers and profiles of researchers available to view.

We foresee ongoing review and updates to ensure that all information is up to date for users of our sites both external and internal (staff and students).

3.4 Action 4

Working conditions and social security			
Principle 28 Career Development Action 4 To develop a career strategy for researchers in AIT	November 17 January 18	Office of Research with support from HR Office Research Institutes	Ongoing

Update Action 4

This action is very important to AIT and our researchers. This action was also a strategic priority of AIT and listed as a 'Leading Action Project' in the AIT Strategic Plan in Pillar 5.2 Research, Innovation & Enterprise. <https://www.ait.ie/uploads/downloads/AIT-e-strategic-plan-2014-2018.pdf>

While a number of tasks set out by this action working group have been achieved, AIT is also working to the direction of a national working group for our sector in this area. Discussions are underway which form the basis of a national framework. We propose to work with the national working group so that any actions we implement will be supported - with a more long-term impact for AIT researchers. This may delay action 4 but we feel such delay would be with the best long term benefit, we will monitor and advise as we go.

A number of issues were raised by researchers regarding a Career Strategy for Researchers which are issues that arise nationally for all researchers in our sector:

1. Inclusion of Researchers in the IOT sector in the Higher Education Pension Scheme

AIT along with the other 13 Institutes of Technology in Ireland are in discussion with the Government Department of Business, Enterprise and Innovation on providing pensions for researchers in our sector - which currently is not permitted. The Department is in discussions to determine the best way forward. If so, researchers in the Institute of Technology sector will be included in the national pension scheme, optimally also participating in the RESAVER pension scheme.

2. Career Development to allow for lecturing experience

Researchers in the sector currently are not permitted to lecture unless on a lecturer contract, however progress has and is been made locally within AIT to allow for researchers experience in a tutorial/ demonstration lecture session.

The national working group is working on a Researcher Career Framework (RCF)

The national working group includes representatives of the Institute of Technology sector the University sector, national agencies and government departments. The group is working

on developing national guidelines on issues such as:

1. **Titles** - such as the incorporation of research associate and senior researcher titles rather than Post Doctorate I, II etc. Under discussion also is the equivalency of research experience to a PhD qualification. The Marie Skłodowska Curie programme accepts four years research experience plus a masters or bachelors degree as equivalent to a PhD.
2. **Salary bands** - The framework will be flexible re salary on appointment and increments; however, the bands/points won't be finalised until the outcomes of the public sector pay commission negotiations are known.
3. It is intended to develop a **competency framework** for career development.
4. The issue of **post doctorates undertaking teaching hours** was discussed. The inclusion of teaching duties in the RCF is under consideration. There are a range of practices across the higher education sector in relation to this issue. In some instances it is not permitted due to the HR implications for contractual entitlement. However, it would be reasonable that a research career in an academic institution would place some value on engagement in teaching activities. It was noted that some research funding agencies do not permit awardees to undertake additional duties such as teaching.
5. **Pensions** – Inclusion of Researchers in the IOT sector in the national pension scheme which would give equality to researchers in our sector relative to their counterparts in the University sector.

Next steps

This action is still within the timeframe set in our original HRS4R Action Plan; however since identifying and starting this action, a National Career Framework has been set up representing researchers in our sector covering national issues. We feel supporting this National Framework is in the best interest of our researchers. We have notified the work of the sectoral working group to our researchers who are also supportive of the group's proposals. We will need to make an amendment to this action to acknowledge such developments and outline a revised timeframe. We foresee an extension until January 2019 being more realistic for the achievement of this action, to support a national effort on this issue and the achievement of proposed outcomes.

3.5 Action 5

<p>Principle 32 Co-authorship</p> <p>Action 5 To develop a policy and guideline around the development of publications and managing publications</p>	<p>September 2016</p>	<p>Library with support of Office of Research Registrar's Office Research Institutes</p>		<p>Complete</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------	------------------------------------------------------------------------------------------	--	------------------------

Update Action 5

A publication policy was drafted and circulated to AIT's various academic committees which are inclusive of researchers and was successfully supported in September 2016. A copy of the publication policy is available on the AIT intranet for all staff and students to access.

Next Steps

Since the successful completion of this action, the Library staff have reviewed and purchased new library software for ease of use of both staff and students. The Library also proposes to introduce an institute repository, which will support action 5. The need for such a repository was identified through consultations with researchers following the successful implementation of action 5. Progress on the roll-out and implementation of the repository will be presented by the group and included in our next report.

3.6 Action 6

Training				
<p>Principle 37 Supervision and managerial duties</p> <p>Action 6 To develop a training module for supervisors covering postgraduate supervision</p>	<p><i>November 2016</i></p>	<p>Office of Postgraduate Director with support from the Office of Research and HR Office</p>		<p>Complete</p>
<p>Update Action 6</p> <p>This Action has been successfully achieved. AIT traditionally supported and encouraged new supervisors through a mentor system of co-supervision until such time as the new supervisor successfully graduated their first postgraduate. Then the supervisor would have a co-supervisor internally from AIT for a period of time thereafter until he/she was comfortable to supervise on their own or with a supervisor from outside AIT. Following the consultation process AIT rolled out a workshop for new supervisors including managing research and research teams. This was a trial workshop. Feedback was sought from the participants (new supervisors / early stage researchers) and it was felt that more specific and focused support would be more beneficial alongside the workshop - so we have retained our mentor programme whereby any new supervisors or indeed experienced supervisors are advised to have a co-supervisor / mentor as joint supervisor on the project, both as a mentor to the supervisor and a support to postgraduate students. This was agreed and added to our postgraduate guidelines.</p> <p>In tandem with this, AIT commenced membership of the VITAE¹⁰ programme and suite of supports and training for researchers and supervisors to support the learning process and to have advice and information available to supervisors / researchers at all times as opposed to a once-off training workshop on a range of topics; this was also following consultation with researchers as part of the HRS4R process.</p> <p>An induction workshop is held annually for supervisors as part of our internal scholarship scheme for both new and existing researchers/ supervisors (The AIT President's Seed Fund) on getting ones research scholarship activated, hiring a postgraduate and on the obligations</p>				

¹⁰ <https://www.vitae.ac.uk/researchers-professional-development/about-the-vitae-researcher-development-framework>

of a supervisor.

In AIT we also roll out annually a Research and Professional Development Plan process for both postgraduates and supervisors. This is a new process of structured planning and reflection. Part of this programme sets out obligations of both the postgraduate and the supervisor.

AIT acknowledges the need to provide training, mentoring and necessary advice on an annual basis to ensure that both research supervisors and postgraduate students are supported and guided on their research and supervisory journeys.

The inclusion of annual workshop/information sessions, mentoring supports and the introduction of VITAE result from feedback received from the Researchers in AIT.

Next Steps

This workshop will be provided at the start of each academic year for supervisors.

3.7 Action 7

<p>Principle 38 Continuing Professional Development</p> <p>Action 7 Agree and develop modules as part of the Career Strategy for Researchers.</p>	<p><i>January 2018</i></p>	<p>Office of Research in support from Director of Postgraduate Studies Teaching & Learning Unit</p>		<p>On-Going</p>
<p>Update Action 7</p> <p>As part of the Gap Analysis for HRS4R it was suggested by the research community in AIT that further training in more generic areas would be very valuable to the career development of researchers. Researchers felt that time is a very limited resource for them - however training to assist with research management and supervision would be beneficial. Some research domains in AIT provide more specific training to the area of research such as in Biosciences and Materials as identified - provided in house by bringing trainers to AIT or by sending researchers to training outside the Institute.</p> <p>While AIT has training in a limited number of generic areas, following the Gap Analysis the action group worked to gather more information on training needs. Areas such as the following were outlined:</p> <ul style="list-style-type: none"> • Postgraduate Supervision • Research Management • Communication • Funding Opportunities • Intellectual Property • Ethics • Data Analysis • IT Data Security • Grant Writing. <p>AIT has provided a number of the workshops outlined above. Three of the workshops above are offered as credit bearing modules, which can lead to a Certificate in Research Management. [Communication, Data Handling & Analysis, and Research Methods].</p> <p>With regard to the workshop on Postgraduate Supervision, AIT runs an annual workshop but recognises that this is an area that is broad and very specific to the needs of individual researchers; in support of this AIT joined VITAE [www.vitae.co.uk] offering researchers information and workshops to support their journey as a researcher and supervisor.</p>				

Next Steps

As AIT is a relatively small Institution such initiatives can be demanding of time both for AIT and individual researchers and also a draw on funding. AIT trialled putting one of the modules [Intellectual Property] as an online module, with the feedback being that researchers could access the training at a time that suited them and their work schedules. It also was time and funding efficient for AIT in that while a trainer updates the content etc. it does not require a resource for a set date and time to present the training, and also for follow-up training for researchers who don't get to the training initially. AIT proposes to look at the roll-out of other such modules over a phased period of time - and will be reviewed by the project team in consultation with the research community in AIT.

4. Open, Transparent, Merit-Based Recruitment

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

AIT was successful in achieving the HRS4R award before the publication of the OTM-R toolkit; however, AIT has very robust procedures in place for our recruitment process and works to ensure we are aligned to the OTM-R and the Strengthened HRS4R implementation procedures. Please see the attached draft toolkit and comments for AIT's OTM-R policy. As part of the HRS4R process, AIT put in place a committee to review AIT recruitment procedures; this committee was representative of the Research Institutes, the Research Office and HR, to review the HR processes and procedures in AIT and to ensure they were in line with the OTM-R. AIT's HR department has developed the attached OTM-R policy – which is included on the AIT HRS4R webpage. See Appendix 2 and also <https://www.ait.ie/research-and-innovation/hrs4r>

5 IMPLEMENTATION

THE LIST OF QUESTIONS BELOW ARE ADDRESSED IN THE FOLLOWING ONE PAGE OUTLINE UNDER IMPLEMENTATION.

- 5.1 How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?**
- 5.2 Do you have an implementation committee and/or steering group regularly overseeing progress?**
- 5.3 Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?**
- 5.4 How do you involve the research community, your main stakeholders, in the implementation process?**
- 5.5 How is your organisation ensuring that the proposed actions are also being implemented?**
- 5.6 How are you monitoring progress?**
- 5.7 How do you propose to prepare for the external review?**

5.1	The HRS4R project team established in AIT in 2012 to represent all stakeholders in HRS4R undertook the internal review. Each of the subgroups responsible for each action presented an update to the project team. The project team and action subgroups work to the Gantt chart outlined in AIT's submission in 2015. The project team and subgroups are representative of all the main areas that support the research community in AIT. The project team and subgroups are strongly represented from the research community in AIT. This project team members rotate to allow for new researchers, and other officers in AIT contribute allowing for new ideas and inputs. Each of AIT's 3 strategic research institutes [MRI, BRI and SRI] table an agenda item for the HRS4R on their committee meeting agendas, which allows for any researchers in AIT to voice any issues or queries that they would like to see addressed.
5.2	The HRS4R project team oversees the implementation of the HRS4R Strategy / Action Plan. The work of the HRS4R project team is reported to the Research, Innovation & Enterprise Committee [R,I&E] which governs research in AIT.
5.3	The AIT HRS4R Strategy/Action Plan is closely aligned to AIT's Strategic Plan 2014-2018 'Global focus – Regional impact' ¹¹ . The process of developing the HRS4R Action Plan was done in parallel to the development of AIT's strategic plan. The HRS4R is specifically mentioned within AIT's Strategy. Also, AIT HR drafted and circulated the OTM-R ¹² policy in line with current AIT HR processes, procedures & HR Policy. [Appendix 3]
5.4	The HRS4R project team as outlined in Appendix 1 is representative of all research stakeholders in AIT. The subgroups working on each of the actions are members of the project team and also researchers from the 3 Strategic Research Institutes in AIT. See Appendix 1, the Working Team is undergoing changes of new nominations and will be complete end of November 2017.
5.5	Each action subgroup has a clear action to deliver upon with clear timelines and deliverables. The working group meet 3 times per year to review progress of the HRS4R Action Plan and the progress of each action subgroup.
5.6	The work of the HRS4R project team is reviewed by the R,I&E committee. A member of the HRS4R project team sits on R,I&E and presents regular updates of progress of the project team and the Strategy/Action Plan. The committee reports to Academic Council chaired by the President. The HRS4R project team from time to time is asked to present the HRS4R project & Strategy/Action Plan to the Governing Body of AIT and also to the Executive Management Team [EMT].
5.7	The HRS4R project team continues to deliver on the work and ambitions of the HRS4R Strategy / Action Plan. For the development of the Strategy /Action Plan AIT undertook focus groups to gather the views of the research community/stakeholders. In preparation for the external review we plan to undertake an anonymous survey of researchers/stakeholders to understand the views of researchers regarding the HRS4R Strategy/Action Plan.

¹¹ <https://www.ait.ie/about-ait/strategic-plan>

¹² www.ait.ie/reserach

Next steps for the AIT HRS4R Process 2017 - 2019

The HRS4R award was a strategic goal set out in the AIT's Strategic Plan 2014-2018. The AIT HRS4R project team set out a very robust HRS4R Action Plan which had very clear and SMART [Specific, Measurable, Achievable, Realistic and Time Bound] actions which allowed for clear review and measurement of each action for both the 24-month and 48-month review processes. AIT has a very clear data management policy in place which supports the holding of all necessary documentation, meeting minutes and information relating to the HRS4R committee and work; this also will support both the 24 and 48 month review processes.

Upon finalising the 24-month review of the AIT HRS4R Action Plan, AIT will begin the review and planning process for the 48-month review.

Due to continuing developments within the IOT sector and the evolving nature of research we have identified a number new potential actions from the perspective of the HRS4R project team.

Changes proposed for the discussion by the Project Team & Sub-Groups 2017-2019

- We propose to survey the research community in AIT in early 2018 to assess the needs of researchers and to validate some potential new actions for the HRS4R in AIT. We propose to include the survey results and any updated or new actions in the 48-month report and site visit.
- AIT is currently in the planning stage of our next Strategic Plan 2018-2022, AIT's HRS4R committee in consultation with the research community will be asked to review the HRS4R Action Plan and principles to identify any new gaps or changes since the initial process in 2014-2015.
- AIT is also working on four further initiatives which will impact research in AIT. The HRS4R will propose their response to each of the initiatives and suggest additional or changed actions:

- 1) the implementation of Research Integrity Policy and Procedures in AIT;
- 2) the achievement of Athena SWAN Bronze Award;
- 3) the development and roll-out of AIT's Strategic Plan 2018-2022;
- 4) AIT becoming a Technological University.

We foresee all of these projects having an impact on the HRS4R - potentially in terms of new and revised actions which will be communicated through the HRS4R Committee and with any changes and actions outlined and addressed in the 48 month review document to the European Commission.

Appendix 1:

AIT HRS4R project Team Composition:

Membership of HR Excellence in Research Project Team is undergoing changes with some members exiting the Project Team due to promotion to other offices or lack of capacity in their work load. We propose to have all new nominations complete by the end of November 2017 which will allow for the new Project Team to meet and discuss new actions and matters for the HRS4R direction and continued success in AIT.

Lorna Walsh, Research	
Janet Owens, HR	New nomination being sought
President's Office	New nomination being included in the Project Team
Breda Lynch, Technology Transfer	
Bill Delaney, Research Accountant	New nomination being sought
Dr Robert Stewart, Postgraduate Director	New nomination being sought
Dr Mary McDonnell Naughton – Chairperson Ethics Committee	
Cora McCormack – Quality	
Mary Simpson – International Office	
Sarah La Cumbre – Student Services	
Jo Corkery – Library	New nomination being sought
Noel Gately – Postgraduate Representative	New nomination being sought
Representatives from Schools and Research Institutes; Prof. Neil Rowan, Prof Clem Higginbotham, Dr Brian Lee, Dr Ashling Jackson, Dr Marc Cashin	New nominations being sought

Appendix 2 :

OTM-R Policy - Athlone Institute of Technology

OTM-R Checklist

HR Policies and Procedures in AIT

Open, transparent and merit-based recruitment (OTM-R) for the recruitment of researchers

The focus of an OTM-R system aims to ensure that AIT recruits the best person for the job and that all recruitment procedures are based on principles of equal opportunities for all candidates (including internal and external). It is important to stress that OTM-R principles refer to 'recruitment', i.e. the procedures for filling a vacant position and that, recruitment should always be open.

The AIT OTM-R policy aims to encourage, in particular, external applicants by:

- a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable;
- b) posting a clear and concise job advertisement with links to detailed information on, for example, required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc.;

- c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications;
- d) considering the inclusion of explicit pro-active elements for underrepresented groups;
- e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;
- f) reviewing, where appropriate, the institutional policy on languages.

AIT recognises there are three phases in the recruitment process:

1. Advertising and application phase

Advertising a post in line with the principles "Recruitment" and "Transparency" of the Code of Conduct for the Recruitment of Researchers, AIT endeavour to keep the job advertisement and description of requirements as concise as possible and include links to more detailed information online.

Further information is available on

- organisation (www.ait.ie) and recruiting unit (<https://www.ait.ie/about-ait/vacancies/>)
- job title, specifications and starting date
- researcher career profiles would recognise the stage of research career (early to experienced)
- respective 'required' and 'desirable' competencies are highlighted
- selection criteria including knowledge and professional experience (distinguishing the 'required' and 'desirable')

- number of available positions are advised
- working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract
- professional development opportunities (where possible are outlined) but can be discussed in the interview stage or post the appointment stage
- the application procedure and deadline, should, as a general rule, be approximately two months from the publication date and take account of holiday periods
- a reference to the institution's equal opportunities policy (e.g., positive discrimination, dual careers, etc.)
- contact details
- adverts are published in English.

2. Evaluation and selection phase

The selection committees should be independent, members should not have any conflict of interest and the decisions must be objective and evidence-based rather than based on personal preference. The committee should make best use of the expertise of any external members. The composition of the committee should be appropriately diverse. In order to achieve this, the following elements should be considered:

- a minimum of 3 members;
- gender balance, e.g., not less than one third of one gender in the committee;
- inclusion of external expert(s) in all committees (external meaning outside the institution);
- inclusion of (or contribution from) international experts, who should be proficient in the language(s) in which the process will be conducted;
- inclusion of experts from different sectors (public, private, academic, non-academic), where appropriate and feasible;
- the committee as a whole should have all the relevant experience, qualifications and competencies to assess the candidate.

All applications are screened. Depending largely on the number of applicants as well as the internal human resources available, the process may involve one or more steps, e.g., pre-screening to check eligibility, shortlisting of candidates for interviews, remote interviews by telephone or skype, face-to-face interviews. While remote interviews may often be appropriate, in particular at the first interview stage, they should not altogether replace face-to-face interviews in cases where these are being conducted for internal candidates. All candidates should be treated equally and in the same way. It is recommended that the same selection committee is involved in all steps, although it is recognised that this may not always be feasible and that, for example, one committee may do the initial screening and another may conduct the interviews. Accordingly, it is strongly recommended that the process itself is transparent

The evaluation and selection phase should look to assessing merit and future potential. The criteria for selecting researchers should focus on both the candidates' past performance and their future potential.

3. Appointment phase

Feedback is in-line with the principle of "Transparency" of the Code of Conduct for the Recruitment of Researchers, all applicants should receive written or electronic notice at the end of the selection process, indicatively within one month and without any unnecessary delays.

Other applicants, who did not make it to the final stages, should receive a standard mail informing them of the outcome. All applicants must be entitled to further feedback upon request.

Complaints mechanism : The institution should establish a procedure to deal with complaints made by applicants who believe that they have been treated unfairly or incorrectly. This procedure should be transparent and made public. It should include an indication of the timeframe within which a complainant will receive a response, which should in principle be no longer than one month.

OTM-R system	Open	Transpar ent	Merit- based	Answer: Yes <i>completely/Yes substantially/ Yes partially/No</i>	Suggested indicators (or form of measurement)
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Substantially / YES discussed by the HRS4R Committee and approved by the Executive Management of AIT under the guidance of the HR Manager	[https://www.ait.ie/research-and-innovation/hrs4r]
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	X	X		Completely / YES AIT works to the Government circular which is a Ministerial directive. All Institutes of Technology work to this directive.	Circular http://www.irishstatutebook.ie/eli/1992/act/16/enacted/en/print#sec11 https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x		Completely / YES All staff have an opportunity for continuous professional development through AIT's Staff Development Committee and funding.	All staff working in the HR Function in AIT receive training in the CORE Recruitment System. Such training covers all the areas, which are in line with an OTM-Recruitment Process. HR Staff also have other training in both generic HR techniques and also in specialist areas depending on the area of expertise; for example; pensions, coaching, etc.

4. Do we make (sufficient) use of e-recruitment tools?	X	X	x	Completely/YES All recruitment is by AIT Corehr online system	AIT work from an online System for all recruitment competitions. https://www.ait.ie/about-ait/vacancies/ Full details on how to use the system are provided in English on the AIT website. https://my.corehr.com/pls/aitrecruit/erq_search_package.search_form?p_company=1&p_internal_external=E Is a link to the online Corehr System. This system is widely available across the majority of Higher Education Institutes and Universities in Ireland
5. Do we have a quality control system for OTM-R in place?	X	X	x	Completely/YES	AIT is governed by Regional Technical College Act 1992 http://revisedacts.lawreform.ie/eli/1992/act/16/revised/en/html Within AIT, there are a number of quality control systems from AIT Governing Body, AIT Executive Management Team. AIT also have a Quality Office with a full time Quality Officer. https://www.ait.ie/contact/staff/quality/ AIT is subject to audit for any funded research project by the funding agency and also the Comptroller Auditor General
6. Does our current OTM-R policy encourage external candidates to apply?	X	X	x	Completely/YES	All Research advertisements are posted on the AIT website [Vacancies] https://www.ait.ie/about-ait/ait-vacancies for applications; all recruitments are open competitions with no advertisement restricted to internal applicants. AIT advertises research positions on the Euraxess website. AIT is an equal opportunities employer.

7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	x	Completely/YES	<p>As noted in point 6 above AIT advertise on Euraxess, which is a Pan-European Initiative for researchers. https://euraxess.ec.europa.eu/jobs/search</p> <p>AIT circulates vacant positions as wide a possible, which often includes collaborating institutions internationally. AIT also works with our International Office for proofing and advice and support in the recruitment of international researchers.</p>
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	x	Completely/YES	<p>As noted in an earlier section, AIT is an equal opportunities employer and does not discriminate against any category or groups of applicants. AIT is in the application process for Athena SWAN [http://www.ecu.ac.uk/equality-charters/athena-swan/] which encourages and recognises commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research. AIT has a Disability Office and Officer and such supports as assisted technology. AIT has a Vice President for Strategic Planning, Institutional Performance, Diversity and Equality.</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	x	Completely/YES	<p>AIT has a full time Health and Safety Officer who ensures an appropriate and safe working environment for all staff. AIT being an equal opportunities employer works to a set pay scale for all researchers in AIT based on a national pay scale. The Safety, Health and Welfare at Work, (General Application) Regulations 2007 http://www.hsa.ie/eng/Publications_and_Forms/Publications/General_Application_Regulations/ Health & Safety Authority Website www.hsa.ie</p>

10. Do we have means to monitor whether the most suitable researchers apply?	X	X	x	Completely/YES	<p>AIT set out clear job specs for all roles within AIT which outline both ‘Essential’ and ‘Desired’ skills. Adverts also offer applicants the opportunity to contact informally a name for each role with any queries they may have in advance of applying for a position.</p> <p>AIT’s online recruitment portal ‘corehr’ also allows for ease of monitoring necessary skills for successful shortlisting in order to ensure the best candidate is matched to the role on offer.</p>
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X	x	Completely/YES	<p>Each advertisement is agreed in advance of advertising using a recommended template. All advertisements using the recommended AIT template are checked and signed off before advertising by AIT HR Staff.</p> <p>AIT also uses the Euraxess portal and template for advertising.</p>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]	X	X	X	Completely/YES	<p>In line with Chapter 4.4.1.a Advertising the Post, AIT offer links to: AIT, AIT online recruitment portal, some general background regarding the position and project, a contact person to email or telephone with general queries regarding the role, the salary range, the duration, job title, job requirements, desirable skills and closing date.</p> <p>Through the AIT website, applicants can explore the policies and departments within AIT.</p>
13. Do we make full use of EURAXESS to ensure	X	X	x	Completely/YES	All research positions in AIT are posted on the Euraxess portal.

our research vacancies reach a wider audience?					<p>Euraxess staff visit AIT every year to present to both staff and postgraduates on Euraxess supports and services.</p> <p>AIT attends training and information workshops in Euraxess Dublin for updates on new legislation for international researchers and supports.</p>
14. Do we make use of other job advertising tools?	X	X	x	Completely/YES	<p>AIT uses a number of advertising outlets for positions:</p> <p>www.irishjobs.ie</p> <p>www.euraxess.eu</p> <p>www.thea.ie</p> <p>www.ait.ie among others.</p> <p>AIT also advertise in national print media www.independant.ie</p> <p>www.irishtimes.com</p> <p>AIT also advertises with other Higher Education Institutions both in Ireland and abroad.</p>
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	X	X	x	Completely/YES	<p>As AIT uses an online E-Recruitment Portal hosted on the AIT website under 'Vacancies' this lessens the administrative burden for applicants; the portal allows for ease of uploading attachments such as transcripts, etc.</p> <p>Once a user is registered on the e-Recruitment portal, the applicant's details can be saved and used for subsequent applications.</p> <p>AIT through our International Office gets assistance regarding the</p>

					<p>translation and validity of International transcripts and documentation.</p> <p>Applicants are not asked for written references but rather contact details.</p> <p>International applicants, successfully shortlisted, can undertake their interview via Skype - which AIT has found very successful.</p>
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]	X	X	x	Completely/YES	<p>The HR National Recruitment Framework followed by AIT (see link below) section 4 sets out the Selection Board and process.</p> <p>https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</p>
17. Do we have clear rules concerning the composition of selection committees?	X	X	X	Completely/YES	<p>As per number 16, The National HR Frameworks followed as set out under section 4 and in an attached Annex the guidelines regarding the composition of selection committees.</p> <p>https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</p>
18. Are the committees sufficiently gender-balanced?	X	X	x	Completely/YES	<p>As per the guidelines all aspects of a selection committee, etc. have clear guidelines regarding gender balance to which AIT adheres. AIT sees gender balance as necessary for the selection process. Gender Balance regarding any committee will be reviewed and subject to the requirement of Athena Swan</p>

					https://www.ecu.ac.uk/equality-charters/athena-swan/ https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc Also as noted in section 8: AIT is in the application process for Athena SWAN and has endorsed its principles. [http://www.ecu.ac.uk/equality-charters/athena-swan/] which encourages and recognises commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	X	X	X	Completely/YES	AIT provides interview guidance and training for interview panels. Suggested questions are provided to ensure each candidate experiences a fair and transparent interview process which embraces the judgement of 'merit' both in past experience but also future potential - ensuring that the best candidate is selected. Interview panels are coached on using open-ended questions, ensuring that each candidate gets the best opportunity to present their skills and abilities.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?	X	X	x	Completely/YES	All applicants are notified at the end of the interview process of their outcome either successful or non-successful in writing.
21. Do we provide adequate feedback to	X	X	X	Completely/YES	Each applicant who seeks feedback from their interview is provided with

interviewees?					such.
Overall assessment					
22. Do we have an appropriate complaints mechanism in place?	X	X	X	Completely/YES	Each written complaint is addressed to hr@ait.ie and dealt with by the HR manager where it is processed using the AIT complaints appeal mechanism.
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	X	X	x	substantially/Yes	<p>AIT is subject to regular audits by all research funding agencies and government auditors (Controller and Auditor General) http://www.audgen.gov.ie/ViewDoc.asp?fn=/home.asp</p> <p>Such audits review the HR, financial and technical aspects of projects and internal procedures. Such reviews endeavour to ensure that OTM-R principles are in place and being adhered to.</p> <p>In addition, AIT monitors any complaints in this area and moves quickly to ensure no repeat of same by amending the process, etc. where required.</p>

HR Policies and Procedures in AIT

POLICIES AND FORMS RELATING TO SICK LEAVE

REVISED SICK LEAVE ARRANGEMENTS

FOR ALL STAFF IN INSTITUTES OF

TECHNOLOGY CL 0062/2015

Public Service Management Regulations

2015 SI NO 384

REVISED SICK LEAVE ARRANGEMENTS

FOR ALL STAFF IN INSTITUTES OF

TECHNOLOGY CL 0064/2014

Public Service Management Regulations

2014 SI NO 124

Guide to New Sick Leave

Public Service Sick Leave Scheme FAQs

Revised arrangements for uncertified sick leave

POLICY & PROCEDURES FOR MANAGEMENT OF ILLNESS RELATED ABSENCES

POLICIES AND FORMS RELATING TO PROGRESSION

Progression A/L to L

Progression from AL to L Dean Of Faculty & HoD Form

Progression requirements

Trades & Crafts Applicants

PROGRESSION FROM AL TO L -

Applicant TRADES & CRAFTS

Progression Requirements Trades & Crafts

GENERAL POLICIES

AIT Anti Bullying and Harassment Policy

Compassionate Leave Allowances

Disciplinary Procedure

Amended Equal Opportunities Policy

Flexi time Policy

Force Majeure Leave Policy

Foreign Travel Declaration Form (Non-EU)

Foreign Travel Policy

Grievance Policy

Maternity Benefit

PATERNITY LEAVE (NEW)

Parental Leave Policy

Parental Leave - Summary of changes

Procedure for Electronic Time Recording

Professional Development Policy

guideline notes for the consideration of staff applications for funding

Staff Handbook

Time In Lieu - Policy

Unpaid Leave Policy - Non Academic Staff

Work Share Scheme for non-academic staff

Appendix 3 AIT HRS4R Implementation & Review

The diagram below highlights the integrated nature of the HRS4R in AIT which is clearly linked to the aspirations and ambitions of AIT's Strategic Plan

As outlined in the diagram below the AIT Research Community is heavily involved in the direction of the HRS4R project in AIT which makes the Actions and the Vision of the HRS4R Project in AIT very real and achievable. The Project Team of the HRS4R in AIT is undergoing changes in personnel due to recent rounds of promotion competition held in AIT. Changes to the personnel of the Project Team are currently being nominated and propose to be in place by the end of November 2017. Once such nominations are received the progress and the discussion items for inclusion on the HRS4R as outlined in this 24 month Self Evaluation document will be discussed. A plan of actions on likely changes to the current Action Plan and changes to the Gap Analysis will be identified and proposed and communicated to the research community in AIT.

The HRS4R are also proposing a marketing & promotion Action for the HRS4R for within AIT to ensure all members of AIT staff are aware of the work of the HRS4R and any new items/actions for inclusion in the Action Plan 2017-2019.



Glossary

AIT Athlone Institute of Technology

IOT Institute of Technology

THEA The Higher Education Association

HEA Higher Education Authority

TU Technological University

REC Research Ethics Committee

HIQA Health Information & Quality Authority

NCF National Career Framework

MRI Materials Research Institute in AIT

SRI Software Research Institute in AIT

BRI Biosciences Research Institute in AIT

EMT Executive Management Team

Corehr e-recruitment portal in AIT