



HR EXCELLENCE IN RESEARCH

HRS4R – The Human Resources Strategy for Researchers

Gap Analysis

November 2016

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

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I. Ethical and professional aspects

1. Research freedom

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>The core mission of CIT is to provide student centred, career focussed education and research for the personal, professional and intellectual development of the student and for the benefit of the broader society in the region and beyond (CIT Strategic Plan 2012-2016). Research is an essential core activity and it informs all the other activities of the Institute including teaching and enterprise engagement. The Institute expects that its researchers will conduct their research in accordance with CIT's Code of Good Practice in Research which sets out the overarching policies in relation to research integrity, financial management and intellectual property.</p> <p>CIT is committed to ensuring the highest standards of integrity in all aspects of its research, and has embraced the National Policy Statement on Ensuring Research Integrity in Ireland with specific reference to this document in our Code of Good Practice in Research.</p>	<p>CIT Strategic Plan</p> <p>CIT Code of Good Practice in Research</p> <p>National Policy Statement on Ensuring Research Integrity</p>	<p>CIT will establish a special Working Group to consider the practical implications of the National Policy Statement on Ensuring Research Integrity with a view to developing and implementing mechanisms to embed the principles across the Institute.</p>	<p>Q2 2017 and ongoing</p> <p>Head of Research</p>

2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT seeks to ensure that all research carried out by its researchers is ethically sound and adheres to the highest standards of research integrity. The CIT Research Ethics Committee (REC) facilitates this process and is relevant to all CIT researchers, research collaborators, postgraduate students and students undertaking research projects involving human or animal subjects. The REC helps to facilitate ethical research by providing feedback on research ethics submissions so that any risk of harm is minimised and various ethical principles are promoted. The REC provides ethical approval for projects that have successfully completed the ethics review process.</p> <p>It is a condition of employment and study in CIT that research into human or animal subjects must only be conducted in accordance with the law, and also according to acceptable ethical standards. The CIT Research Office, in collaboration with the REC, ensures that research involving animals is carried out in compliance with national and European requirements and is monitored by the Health Products Regulatory Authority.</p>	<p>National Policy Statement on Ensuring Research Integrity</p> <p>CIT Code of Good Practice in Research</p> <p>CIT Postgraduate Regulations</p> <p>Vitae Organisation</p>	<p>CIT will develop a People Management Framework training module for Researchers and Research Supervisors</p> <p>CIT will maximise the benefits for its research community arising from its long term membership commitment to the Vitae organisation. The Research Office will produce an annual assessment report of the benefits to the Researchers.</p>	<p>Q3 2017</p> <p>HR Manager</p> <p>Head of Research</p> <p>Q2 2018</p> <p>HR Manager</p> <p>Head of Research</p> <p>Dean of Graduate Studies</p>

3. Professional responsibility

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT expects that its researchers conduct their research in accordance with CIT's Code of Good Practice in Research which sets out the Institute's overarching policies in relation to research integrity, research misconduct, financial management and Intellectual Property. In addition to the Code of Good Research Practice there are specific policies for:</p> <ul style="list-style-type: none">• Intellectual Property Policy• Student grievances• Conflicts of Interest Policy• Data Protection Policy• Academic Regulations for Postgraduate Degrees by Research and Thesis.	<p><u>CIT Code of Good Practice in Research</u></p> <p><u>Intellectual Property Policy</u></p> <p><u>Student Grievance Procedure</u></p> <p><u>CIT Conflict of Interests Policy</u></p> <p><u>Data Protection Policy</u></p> <p><u>Guidelines for Research Thesis</u></p>	<p>CIT will establish a new position of Research Integrity Officer to ensure compliance with this and related elements of the Code and Charter</p>	<p>Q2 2018</p> <p>HR Manager</p> <p>Head of Research</p> <p>Dean of Graduate Studies</p>

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Responsibility for the strategic goals of their research environment lies with the supervisor (in the case of postgraduate research students) or the Principal Investigator (in the case of contract researchers) in the first instance. The Code of Good Practice in Research outlines how researchers should address the key elements of their research, from proposal preparation through to submission.</p> <p>Eligibility of researchers is managed by the Research Office or the Industry Liaison Office and the CIT Self-Funded Finance Accountant. The Research Office provides guidelines on funder requirements and addresses questions from the research community that may arise.</p> <p>Through the Technology Transfer Officer, researchers are able to develop Research Agreements where companies are involved or otherwise where the protection of Intellectual Property is required.</p>	<p>CIT Postgraduate Regulations</p> <p>National Model Research Agreements</p> <p>Intellectual Property Policy</p>	<p>Develop and commission a formal practical Training/Induction Programme and workshops for the CIT research community to ensure a fuller understanding of research related internal operating procedures.</p>	<p>Q3 2018</p> <p>HR Manager</p> <p>Industrial Liaison Officer</p> <p>Technology Transfer Officer</p> <p>Head of Research</p>

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT has established internal processes that must be adhered to by all researchers when applying for external research funding and when notification of an award has been received. CIT provides workshops on how to deal with contractual and legal obligations, run on a semi-regular basis.</p> <p>When the Principal Investigator (PI) accepts an award, s/he makes the following declarations in writing:</p> <ul style="list-style-type: none"> • They have read and understand CIT's policy on Conflict of Interest, have made all required disclosures and will comply with any conditions or restrictions imposed by CIT to manage, reduce or eliminate conflicts of interest. • They, and all participants in the project, have signed a statement agreeing to CIT's IP Policy. • They confirm that the work that will be undertaken has not already been funded and that any implications for health and safety have been adequately considered. • They confirm that the work will be undertaken within the agreed budget and that they will take responsibility for the financial administration of the project. • They agree to inform the CIT Research Office of any issues/problems that arise with both the management of the project and fulfilling the agreed deliverables. 	<p>Intellectual Property Policy</p> <p>CIT Conflict of Interests Policy</p>	<p>Develop increased awareness of the CIT internal processes and introduce greater formalism by providing a CIT designed Research Training module and follow up workshops</p>	<p>Q4 2017</p> <p>HR Manager</p> <p>Technology Transfer Officer</p>

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT have long established, robust financial systems in place to assist the researcher with the financial management of the grant and controls that ensure that only personnel authorised to spend from the grant do so and that expenditure remains within budget. The CIT Finance Office also provides specialist advice to researchers with respect to project/funding agency audit requirements.</p> <p>These policies specifically outline the procedures for handling financial payments/procurement, expense claims and records retention. CIT's Code of Good Practice in Research includes a statement on financial management of projects.</p> <p>The Institute has a defined intellectual property policy.</p> <p>CIT, as a Data Controller, is required by law to comply with the following Irish legislation relating to the processing of Personal Data:</p> <ul style="list-style-type: none"> • The Data Protection Act 1988 (The Principal Act) • The Data Protection (Amendment) Act 2003 	<p>Intellectual Property Policy</p> <p>Travel and Expense Policy</p> <p>CIT Procurement Policy</p> <p>CIT Purchasing Procedures</p> <p>CIT Code of Good Practice in Research</p> <p>Data Protection Policy</p>	<p>CIT will conduct a review of current practices in relation to retention of research data to determine what further actions are required in order to adhere to national best practice.</p>	<p>Q4 2017</p> <p>Head of Research</p> <p>Finance Manager</p> <p>IT Manager</p>

7. Good practice in research

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT expects that its researchers conduct their research in accordance with CIT's Code of Good Practice in Research which sets out CIT's overarching policies in relation to research integrity, research misconduct, financial management and Intellectual Property.</p> <p>CIT is committed to ensuring the highest standards of integrity in all aspects of its research. Research Integrity is a key component in the induction of new postgraduate researchers and research supervisors in order to promote best practice in responsible research behaviour.</p> <p>CIT has an institutional Health and Safety Statement with additional policies developed by individual Schools/Departments as appropriate to the discipline.</p>	<p>CIT Code of Good Practice in Research</p> <p>CIT Health and Safety Statement</p> <p>Data Protection Policy</p>	<p>CIT will enhance the dissemination of information about good practice in research and research integrity through workshops for the research and wider community</p>	<p>Q3 2017</p> <p>Head of Research</p> <p>HR Manager</p> <p>Research Integrity Officer (after Q2 2018)</p>

8. Dissemination, exploitation of results

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT's role in the discovery and transmission of knowledge, and the provision of public service creates an environment which is highly conducive to the conception and development of many forms of intellectual property. There is always the possibility that such developments may have commercial value, which possibility may be enhanced through the use of patents and other such forms of intellectual property rights. CIT recognises and continues to foster and support the development of inventions for public use and has a number of support mechanisms in place:</p> <ul style="list-style-type: none"> • CIT IP Policy • Technology Transfer Process • Invention Disclosure at CIT • Patent Strategy at CIT • Template Agreements • National Guidelines on IP • Patent Offices/Search Engines 	<p>CIT Code of Good Practice in Research</p> <p>Intellectual Property Policy</p> <p>CIT Invention Disclosure Form</p> <p>National Model Research Agreements</p>	<p>Improve the provision of institutional guidance in relation to open access publication</p> <p>Enhance CIT's process for exploiting research results through open access via the Institute Library and other information repositories</p>	<p>Q3 2017</p> <p>Head of Research</p> <p>Librarian</p> <p>Q3 2017</p> <p>Head of Research</p> <p>Librarian.</p>

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Civic Engagement is a key component of CIT's broader mission of engagement which includes enterprise and public engagement. Significant developments have been put in place for PhD students to be encouraged to communicate their work in non-specialist language through training within the Structured PhD. CIT researchers are encouraged to participate in public engagement competitions.</p> <p>CIT has established an Extended Campus Unit which facilitates and promotes communication between the research and the wider community.</p> <p>CIT also operates a science and discovery centre at Blackrock Castle Observatory whose role includes acting as an interface between the CIT research community and the general public.</p>	<p>CIT R&I Strategy</p> <p>Teaching and Learning Unit</p> <p>CIT Extended Campus</p> <p>Blackrock Castle Observatory</p>	<p>Increase the awareness of existing training and support opportunities available to researchers that enable them to communicate their research to non-expert audiences.</p> <p>Extend the modules developed by the CIT Teaching and Learning Unit (TLU) to include methods by which tools can be utilised by researchers to enhance presentation and other skills to the general public.</p>	<p>Q1 2017 and ongoing</p> <p>Head of Research</p> <p>Q1 2017</p> <p>Head of TLU</p> <p>Head of Research</p>

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>In accordance with national legislation, the Institute has developed extensive policies to ensure that equal opportunities are available to both potential and existing staff. CIT takes all reasonable steps to identify and eliminate unlawful direct, indirect and systematic discrimination from its structures and practices. CIT HR is responsible for promoting equality of access and equality in employment and opportunity for staff and students of CIT, for overseeing the implementation of Equality Legislation in the Institute and for making recommendations to the Institute's Management Team on all matters relating to Equality. CIT works to eradicate unfair discrimination on the basis of any of the nine areas referred to in the legislation which will not be tolerated in the Institute. CIT affirms the right of all staff and students to work and study in an environment free from harassment and bullying which is outlined in CIT's Bullying and Harassment Policy. CIT is committed to ensuring that people who are capable of effective performance in the posts which they hold or to which they aspire are not disadvantaged or discriminated against by reason of having a disability. CIT HR Policies are available internally to CIT staff.</p>	<p>CIT Guide to HR Policies</p> <p>CIT Code of Good Practice in Research</p> <p>Equality Act (2004)</p>	Commission a scoping document aimed at assessing the readiness of CIT for an Athena Swan award.	Q4 2016 HR Manager
		Review action items for the HR and Research Offices arising from the scoping document in advance of a proposed submission for the Athena Swan award.	Q1 2017 HR Manager Head of Research
		Establishment of a CIT Equality Officer	Q4 2018 HR Manager

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>The Institute is fully committed to the professional development of its reserach community. To underpin this ambition it has significantly advanced the process of implementing a comprehensive Researcher Career Framework (RCF), noted by the Governing Body on March 26, 2015 as an integral part of adopting the EU Charter and Code for Researchers. An integral element of the RCF is a Performance Management and Personal Development scheme (PMPD). This scheme is intended to meet the development needs of research staff across the Institute, improve performance, enhance quality and promote a culture of continuous improvement.</p> <p>The RCF provides for four defined levels within the researcher career path with continuous professional development at each level and is consistent with the European Career Framework for Researchers. The RCF facilitates researchers in developing a set of valuable and transferable skills to enhance their own career opportunities.</p>	<p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>Complete the implementation of the pilot RCF, including the roll out of PMPD for contract researchers at CIT. This will encompass additional training programmes/workshops and mentoring as appropriate.</p>	<p>Q4 2017</p> <p>HR Manager</p> <p>Head of Research</p>

II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>The CIT Recruitment and Selection Policy provides clear guidelines on the recruitment and selection of all staff in order to ensure the most suitable person is appointed to every vacancy within the Institute. The selection process ensures equity, fairness, flexibility and equal opportunity principles. The CIT Researcher Career Framework has developed clearly defined roles and responsibilities for research levels, which set out the minimum standards and requirements for the post.</p> <p>The Recruitment Office monitors processes and procedures within CIT to ensure equality of opportunity. CIT endorses the EU Code of Conduct for Recruitment of Researchers. In the area of Disability, CIT complies with the Code of Practice for the Employment of People with Disabilities and has an Disability Access Policy. The purpose of the Code of Practice is to provide a clear statement of policy in relation to people with disabilities.</p>	<p>CIT Guide to HR Policies</p> <p>Code of Conduct for Recruitment of Researchers (EU)</p> <p>National Code of Practice of Employment of People with Disabilities</p> <p>Equality Act (2004)</p> <p>CIT Disability Access Policy</p>	No gap identified.	

13. Recruitment (Code)

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
The CIT Recruitment and Selection Policy provides clear guidelines on the recruitment and selection of all staff in order to ensure that the selection process ensures equity, fairness, flexibility and equal opportunity principles. The Researcher Career Framework (RCF) sets out the general provisions and guidelines for the employment of researchers. It provides clear comprehensive principles on recruitment and selection for research funded staff. The CIT policy is that research positions must be advertised for a minimum of one week to ensure an open, transparent and competitive process. Generic job descriptions have been developed for research roles, which outline the minimum requirements, roles and responsibilities, skills and competencies, as well as terms and conditions of employment. The Principal Investigator has the ability to include duties or skills considered necessary and relevant to the the specific post.	CIT Guide to HR Policies The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.	No gap identified	

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT recognises the need for Research Entities to be in a position to recruit research staff in as expeditious a manner as possible while adhering to best practice methods of recruitment and selection and in compliance with legislation.</p> <p>The Human Resources Office (HR) assists and advises those involved in recruitment in Research Entities in managing the recruitment of research staff in accordance with the Institutes of Technology Acts 1992-2006. The Institute provides training in the recruitment and selection process to promote diversity, integrity and fairness.</p> <p>CIT policy requires selection decisions to be made objectively as outlined in the Institutes of Technology Acts. It is mandatory that not less than one other individual who has knowledge of the research position and area is involved in making decisions at short listing and interview. The Conflict of Interest Policy applies to all members of selection committees.</p> <p>It is CIT policy that candidates are short-listed for interview based on the criteria identified in the advertisement for the post. A record must be maintained of how selection decisions were made for candidates requesting feedback on their application. Written applications and CVs</p>	<p>CIT Guide to HR Policies</p> <p>CIT Conflict of Interests Policy</p> <p>Institutes of Technology Acts 1992-2006</p> <p>CIT Postgraduate Regulations</p>	<p>Revise researcher roles and responsibilities in accordance with the RCF.</p>	<p>Q3 2017</p> <p>HR Manager</p> <p>Head of Research</p> <p>Heads of Research Centres and Groups</p>

<p>form the basis of the selection process. The Human Resources Office provides training courses as well as one-to-one advice on equality in recruitment for those involved in the recruitment process</p> <p>Selection committees are not used for Post Graduates, however the CIT Postgraduate Regulations outlines the postgraduate research recruitment process and gives guidelines to PIs / supervisors on best practice.</p>			
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15. Transparency (Code)

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>All vacancies are advertised on the HR Vacancies website.</p> <p>Job descriptions and advertisements outline the selection criteria and number of available positions.</p> <p>Within the RCF, the guiding principle on preadvertising stipulates the format for job descriptions and job advertisements. Further information on the recruitment process is available on the CIT website to which candidates are referred to.</p> <p>Feedback is available to candidates after the selection process in accordance with CIT Feedback Guidelines in order to inform the candidate about the strengths and weaknesses of their applications with a view to more successful future applications.</p> <p>Information about the admissions process, the entry criteria, and programme duration for postgraduate research degrees is provided on the Graduate Studies Office website and individual programme websites.</p> <p>Information about current scholarship opportunities for postgraduate research is advertised on the Graduate Studies Office website and the main CIT website.</p>	<p>HR Website</p> <p>CIT Postgraduate Regulations</p> <p>Graduate Studies Office</p>	<p>No gap identified</p>	

16. Judging merit (Code)

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>A wide range of evaluation criteria are considered in the selection process.</p> <p>Key competencies, roles and responsibilities and job descriptions are available for candidates at each level on the RCF. Applications are short listed against the selection criteria / competencies as defined in the job descriptions.</p> <p>The interview process is conducted as per the normal CIT recruitment process. The Selection Board follows the Guidelines for Conducting Interviews.</p> <p>Ranking and selection of candidates is based on all aspects of the role criteria, the competencies and any other part of the selection process. This includes written application, interview, presentation (if appropriate to the competition), research publication record, referees' reports, and any other aspect of the selection criteria.</p> <p>The recognition of prior learning (RPL) is inherent to CIT. RPL supports and facilitates access to CIT by recognising and rewarding prior learning. The CIT RPL policy is designed to be fair and transparent. The purpose of RPL</p>	<p>CIT Guide to HR Policies</p> <p>CIT RPL Website</p>	<p>No gap Identified</p>	

is specifically to support students with diverse prior learning experiences who, based on this prior learning, are judged to be suitably prepared for postgraduate study and who can greatly benefit from such study. Students are admitted to research programmes through recognition of prior accredited and experiential learning, or a combination of both.			
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17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
Ranking and selection of candidates is based on all aspects of the role criteria, the competencies and any other part of the selection process. This includes written application, interview, presentation (if appropriate to the competition), research publication record, referees' reports, and any other aspect of the selection criteria.	CIT Guide to HR Policies	No gap Identified	

18. Recognition of mobility experience (Code)

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.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Ranking and selection of candidates is based on all aspects of the role criteria, the competencies and any other part of the selection process.</p> <p>If mobility experience is deemed to be one of the criteria necessary for the post then it will be considered by the board of assessors in the same manner as the other criteria and scored accordingly in line with the recruitment procedure based on experience for the competency.</p> <p>International mobility of researchers is encouraged and promoted through CIT's strategic linkages with other Higher Education Institutions. Research funding schemes such as the Marie Skłodowska Curie and other actions that promote mobility are actively promoted by the Research Office and supported by the International Office and the Erasmus Office. Collaborative Agreement templates are provided by the Erasmus Office and Hosting Agreements are coordinated between the HR Office and the Research Office.</p> <p>Mobility at postgraduate level is considered as an added-value when there is a clear scientific justification.</p>	<p>CIT International Office</p> <p>CIT Erasmus Office</p> <p>CIT Postgraduate Regulations</p>	<p>CIT will continue to support the mobility of researchers through provision of up-to-date relevant information and resources.</p>	<p>Ongoing</p> <p>Erasmus Office</p> <p>Head of Research</p>

19. Recognition of qualifications (Code)

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. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT Human Resources office request the original qualifications of applicants at offer stage of post for all permanent positions, regardless of the awarding institute(s).</p> <p>While qualifications are required for all posts, equivalencies may be considered. For example, certain applicants may not have completed qualifications in Ireland so alternatives may be deemed suitable</p> <p>The National Framework of Qualifications is used to assess non-EU applicant qualifications.</p> <p>The School of Graduate Studies is responsible for assessing the qualifications of applications to postgraduate courses. Extensive use is made of the NARIC database.</p>	<p>National Framework of Qualifications</p> <p>NARIC database</p>	<p>No gap Identified</p>	

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>The CIT Guide to HR Policies provides clear guidelines on the recruitment and selection of all staff in order to ensure that the most suitable person is appointed to every vacancy within CIT. The selection process ensures equity, fairness, flexibility and equal opportunity principles. Qualifications required are in line with the needs of the positions and are outlined clearly in Job Descriptions and Advertisements.</p> <p>Ranking and selection of candidates is based on all aspects of the role criteria, the competencies and any other part of the selection process.</p>	<p>CIT Guide to HR Policies</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	No gap Identified	

21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT's RCF identifies clearly defined levels within the researcher career path which includes Research Assistant, Postdoctoral/Senior Researcher (level 1 and 2), Research Fellow, Senior Research Fellow. These have been designed and developed by the Research Office and the Human Resources Office at the Institute and are in line with the European Research Career Framework.</p> <p>The CIT RCF provides a structured programme of training and career development, to enable Postdoctoral researchers to acquire the skills and experience necessary to move through the research career pathway to become independent researchers or to pursue careers outside of the Institute in private enterprise or other areas of the public sector.</p> <p>Progress through the grades of the research career path is through an open, competitive, transparent process that is based on research excellence and merit.</p>	<p>European Charter for Researchers</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>While significant progress has been made in completing the implementation of the Institute's RCF, particularly in the area of postdoctoral appointments, ongoing assessment will be carried out during the pilot phase which is expected to end in Q4, 2017.</p>	<p>Q4, 2016</p> <p>HR Manager</p> <p>Head of Research</p> <p>Heads of Research Groups and Centres</p>

III. Working conditions and social security

22. Recognition of the profession

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>At CIT all research staff are recognised as professionals and treated accordingly at all stages of their careers.</p> <p>All PhD candidates now enrol on Structured PhD's which include mandatory 15 ECTS credits within generic skills training modules alongside having a mentor, independent of the supervisor, whose responsibility it is to advise the student on matters related to career development and personal wellbeing.</p> <p>The RCF includes Personal Development support and advice for all researchers at postdoctoral level or above.</p> <p>As part of their professional development, research staff (particularly at the post-doctoral stage) are encouraged and supported in applying for research funding in their own name and can avail of an equivalent level of proposal preparation support as is available to academic members of staff.</p>	<p>CIT Postgraduate Regulations</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>A series of personal development programmes has been completed as part of the pilot RCF. The feedback from the pilot will be incorporated into the final RCF.</p>	<p>Q4, 2017</p> <p>HR Manager</p> <p>Head of Research</p> <p>Heads of Research Groups and Centres</p>

23. Research environment

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Continued development of research at CIT is highlighted as a key target in the Institute's Strategic Plan and supported in its implementation by the Research & Innovation (R&I) Strategy. The R&I Strategy identifies the need to enhance both the physical environment through targeted applications for capital funding, and the HR imperatives associated with the researchers themselves. The R&I Strategy also sets the targets for collaborative research activities.</p> <p>The development of the RCF has been a major step in this regard but other actions will be required to ensure that the imperatives associated with research are implemented at the institute.</p> <p>Health & Safety at CIT is a crucial strand of the Institute's policies ensuring that CIT operates systems and procedures which are at the leading edge in the field. The expertise of the HR Office is available to all research centres and groups within CIT.</p>	<p>CIT Strategic Plan</p> <p>CIT R&I Strategy</p> <p>CIT Code of Good Practice in Research</p> <p>CIT Health and Safety Statement</p> <p>CIT Guide to HR Policies</p>	<p>The CIT Strategic Plan, R&I Strategy and Health and Safety Statement will require ongoing dissemination to ensure that existing staff are reminded of them, and also as these are reviewed and amended over time.</p>	<p>Ongoing</p> <p>Head of Research</p> <p>Heads of Groups and Centres</p> <p>HR Manager</p>

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Through adherence to the legislative framework and its own policies and procedures CIT ensures that all staff and students are treated fairly and equitably and with dignity & respect In accordance with HR policies, CIT aims to create the conditions whereby students, staff and all others associated with the Institute are treated equitably.</p> <p>All employees, including researchers are issued with a contract of employment which provides comprehensive information on the terms and conditions of employment governing their employment with the Institute. Additionally through it's HR web pages CIT provides information on relevant policies and procedures. Researchers are also covered by any collective bargaining agreements negotiated nationally or locally. Researchers are entitled to various forms of leave in accordance with the Institute's Policies on leave.</p> <p>CIT is committed to providing equality of opportunity to people with disabilities in all aspects of employment. As part of this commitment, CIT aims to ensure that people with disabilities have full access to employment, training, promotion and career development within the Institute, and are facilitated to give effective performance in the posts that they</p>	<p>National Code of Practice of Employment of People with Disabilities</p> <p>CIT Guide to HR Policies</p> <p>CIT Code of Good Practice in Research</p> <p>CIT Postgraduate Regulations</p>	<p>No gap identified.</p>	

<p>hold, and are not disadvantaged by reason of having a disability.</p> <p>Postgraduate research students may undertake their studies on a part-time basis, and pay only associated part-time fee. Where required, formal temporary cessation of registration (for one academic semester or one academic year) is also available to research students who wish to take temporary leave from their studies e.g. for maternity purposes. During any temporary cessation of registration, the student's participation on the research programme is suspended, no supervision takes place, and any minimum period of registration is extended by a corresponding period. In accordance with existing national legislation, no tuition fees are payable during the deferred period, and the student does not receive a stipend during the deferral period.</p>			
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25. Stability and permanence of employment

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT's adherence to the EU Code of Conduct for Recruitment of Researchers through its HR Policies and by virtue of the fact that the Institute is fully compliant with the terms of the Fixed Term Work Act 2003, means the Institute's provisions for issuing contracts of employment are in line with best practice and legislative requirements. It is Institute policy to offer as much security of tenure as possible and to ensure the optimum duration of contract is determined at the outset. The Principal Investigator (PI) is required to issue the contract for the longest duration possible subject to the actual need and/or term of the project subject to funding availability.</p> <p>The Postdoctoral phase (levels 1 and 2) is established as a period of training where the researcher, while working under the direction of a PI, will undertake a structured programme of training and development to complete their postdoctoral training.</p> <p>The Institute's RCF provides for structured training to enable researchers to move through the research career path to become independent researchers.</p>	<p>Code of Conduct for Recruitment of Researchers (EU)</p> <p>Fixed Term Workers Act 2003</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>No gap identified.</p>	

26. Funding and salaries

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT adhere to the national norms for researcher salaries at all career stages, using the IUA salary scales as the basis for remuneration estimation.</p> <p>Contracts of employment issued to research staff include provisions on employment entitlements such as annual leave, sick leave and pensions (where allowed).</p> <p>Pensions for CIT contract researchers (i.e., those not on academic staff contracts) are determined by national norms, not by CIT. The availability of pension cover for researchers within CIT is determined on a national basis along with the other 12 Institutes' of Technology (the IOTI sector).</p>	<p>IUA Salary Scales</p> <p>THEA</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>Any actions on pensions must be negotiated on a national and coordinated basis and CIT commits to advocating for equal treatment of all researchers across the full spectrum of Irish Higher Education.</p>	<p>Ongoing</p> <p>HR Manager in association with the Technological Higher Education Association, THEA</p>

27. Gender balance

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
In CIT Equal Opportunity is ensured for all employees and applicants for employment through the application of the Institute's Equal Opportunity Policy and ensures gender balance on all interview boards.	CIT Recruitment Guidelines Code of Governance of Institutes of Technology (2012) CIT Guide to HR Policies	No gap identified	

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT's RCF provides for defined levels within the research career path with continuous professional development at each level. Participating researchers are facilitated in developing a set of generic and transferable skills to enhance their own career opportunities. The RCF identifies three career strands, each of which brings a different focus to career advice and mentoring:</p> <ul style="list-style-type: none"> • Enterprise Career Track • Academic Career Track • Research/Research Manager Career Track <p>The Personal Development Programme (PDP) embedded in the RCF includes the following:</p> <ul style="list-style-type: none"> • Scheduled career meetings with line manager and mentor • CV Clinics for Researchers and Academics • Preparation for Interviews for Researchers and Academics <p>The HR and Research Offices, in conjunction with the Teaching and Learning Unit aims to support all staff in delivering the Institute's strategic plan by offering training and development opportunities, funding information seminars and guidance on engaging in competitive funding schemes, including the use of metrics, publishing for impact etc.</p>	<p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p> <p>Teaching and Learning Unit</p> <p>Ed4Life Structured PhD</p>	<p>Complete the implementation of the pilot RCF, including the roll out of PMPD for contract researchers at CIT. This will encompass additional training programmes/workshops and mentoring as appropriate.</p>	<p>Q4 2017</p> <p>HR Manager</p> <p>Head of Research</p> <p>Head of TLU</p>

29. Value of mobility

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. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT embraces and supports mobility experience. The RCF specifically recognises that experience gained through mobility is an integral part of career development and should be recognised as such, and furthermore should be encouraged on an ongoing basis.</p> <p>Current research staff include the following: Erasmus+, the EU's flagship education and training programme, encourages student and staff mobility and European co-operation involving higher education institutions and other key players in the knowledge-based economy. CIT is an active participant in this programme which facilitates welcoming students from our partner institutions as incoming students and encourages and supports CIT students who wish to avail of this opportunity.</p> <p>Research mobility is strongly supported at CIT; schemes such as the Marie Skłodowska - Curie Individual Fellowships and Initial Training Networks are actively promoted.</p> <p>The experience of students undertaking postgraduate research is increasingly mobile and internationalised. The Institute participates in a large number of Memoranda of Understanding and other formal collaborative agreements which facilitate multi-institutional</p>	<p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p> <p>CIT Erasmus Office</p> <p>CIT R&I Strategy</p> <p>Resaver (EU)</p> <p>THEA</p>	<p>For contract researchers with pensions there is a need to ensure that CIT supports the best options for their portability. CIT will examine new options including the possibility to join the Resaver initiative. CIT will also work with THEA to address the issues of Pension and Social Security at a national level</p>	<p>Ongoing</p> <p>HR Manager;</p> <p>Head of Research</p> <p>THEA</p>

graduate research programmes and the inter-institutional mobility of postgraduate research students. This activity is reflected in the number of international organisations with which CIT publishes annually, being over 50 in 2015 (according to the SCOPUS database).			
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30. Access to career advice

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>HR, in conjunction with the Teaching and Learning Unit aims to support all CIT staff in delivering the Institute's Strategic Plan by offering training and development opportunities. A comprehensive framework of Training and Development is provided in CIT including career planning, CV clinics and interview preparation. These supports complement those embedded in the RCF.</p> <p>For early-stage researchers (notably at PhD level) the Graduate Studies office coordinates career advice through the Structured PhD process which is a mandatory part of the Postgraduate Regulations.</p>	<p>Teaching and Learning Unit</p> <p>Graduate Studies Office</p> <p>CIT Postgraduate Regulations</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>No gap identified</p>	

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
CIT has an explicit policy on Intellectual Property which outlines what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.	Intellectual Property Policy	No gap identified	

32. Co-authorship

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
CIT's Code of Good Practice in Research specifically identifies the importance of appropriate recognition of intellectual input on co-authored papers, including for postgraduate students. Additionally it has a detailed policy on issues associated with IP and other related matters.	Intellectual Property Policy CIT Code of Good Practice in Research CIT Postgraduate Regulations	No gap identified	

33. Teaching

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>In CIT teaching and learning is considered to be an important component of professional development for researchers and this is reflected in the RCF.</p> <p>At each level of the RCF, research staff are expected to undertake teaching activities that normally take no more than 4 hours per week so as to protect their ability to carry out their research duties. Under the Postgraduate Regulations, PhD students are also expected to undertake an element of teaching / tutoring / laboratory supervision. The basis for this provision is that the researcher benefits from professional development opportunities within mainstream academia. The activity, which is allocated between the researcher's supervisor/line manager and the Head of the relevant Department, is subject to all the usual processes that ensure quality assurance.</p> <p>CIT's Teaching & Learning Unit and Human Resource Office, provide training programmes to support staff who wish to develop their teaching skills. Line managers encourage researchers to attend this training. Tutoring, demonstrating and other learning support duties are performed alongside a research student's programme of research to further enhance their skill-base.</p>	<p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p> <p>CIT Guide to HR Policies</p> <p>CIT Postgraduate Regulations</p> <p>Teaching and Learning Unit</p>	<p>Build greater awareness of the opportunities for teaching available in the Institute and the importance of teaching as part of a researcher's career development.</p>	<p>Ongoing</p> <p>Heads of Department</p> <p>Heads of School</p> <p>HR Manager</p> <p>Head of Research</p>

34. Complaints/appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>The Institute's grievance procedure can be used to resolve any issues or difficulties and to ensure that grievances are handled in accordance with the principles of natural justice and fairness and that a good working environment is maintained in the workplace.</p> <p>In addition to the Institute's employment relations systems being available to resolve issues the Postgraduate Regulations also detail how issues of an academic nature can be resolved.</p>	<p>Student Grievance Procedure</p> <p>CIT Postgraduate Regulations</p> <p>CIT Guide to HR Policies</p>	<p>No gap identified</p>	

35. Participation in decision-making bodies

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 to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
Research staff within the Institute are encouraged to and often do participate in the decision making process at different levels. For example, researchers are present on the Academic Council, the R&I Committee, the research Ethics Committee, the Postgraduate Research Studies Board, on Faculty/Departmental R&I Boards of Study, etc.	CIT Academic Council	No gap identified	

IV. Training

36. Relation with supervisors

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>Research staff at CIT receives formal written contracts which outline the managerial and supervisory systems in place governing their appointment at the Institute and according to the Roles and Responsibilities associated with their grade.</p> <p>Every research student has a primary supervisor, two secondary supervisors and a Graduate Studies Panel, whose roles and responsibilities are provided in the CIT Postgraduate Regulations. The GSP must review the research student's performance at least annually and the supervisor and student must provide progress reports twice-annually to the Registrar.</p> <p>The majority of postdoctoral researchers are employed for 2-3 years. All researchers must complete a one year probationary period. PI's and researchers must formally meet twice-annually under the RCF for the specific purpose of managing performance and also to allow the researcher to set their own career objectives.</p>	<p>CIT Postgraduate Regulations</p> <p>CIT Code of Good Practice in Research</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>Complete the rollout of the RCF.</p>	<p>Q4 2017</p> <p>HR Manager</p> <p>Head of Research</p>

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
For academic staff, supervision of both research students and earlystage researchers is a key criterion in schemes for promotion and establishment. The roles and responsibilities of senior researchers include the requirement to act as supervisors/mentors/leaders. A programme of professional development for research supervisors has been established and participation by staff has been strong.	The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet. CIT Postgraduate Regulations	Formalise the training of supervisors and senior researchers in relation to their supervisory and managerial duties in accordance with the People Management Framework.	Q3 2017 Head of Research HR Manager Dean of Graduate Studies

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>CIT provides many training opportunities in the areas of teaching, learning and wider academic practice, ranging from single workshops to standalone modules, to full credit-bearing postgraduate qualifications. Research staff can avail of these opportunities. Online materials from Vitae are also available to staff.</p> <p>CIT has been developing a module on Postgraduate Supervision and another on Researcher Training, both of which have been piloted on a number of occasions covering topics including managing students, academic writing/integrity, grant writing, etc.</p> <p>CIT's Structured PhD programmes provide both advanced discipline-specific and professional skills modules. PhD programmes are organised as per IUQB (now QQI) Good Practice Guide. CIT Structured PhD programmes provide both advanced discipline-specific and professional skills modules.</p>	<p><u>CIT Professional Development</u></p> <p><u>Good Practice in the Organisation of PhD Programmes</u></p> <p><u>Teaching and Learning Unit</u></p>	<p>Provide ongoing training and development opportunities for all Researchers and Research supervisory personnel through the formalisation of training modules within the rolled-out RCF.</p>	<p>Q3 2017</p> <p>Head of Research</p> <p>HR Manager</p>

39. Access to research training and continuous development

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>HR aims to support all CIT staff in delivering the Institute's strategic plan by offering training and development opportunities, including initiatives specifically designed for researchers.</p> <p>CIT provides a many training opportunities in the areas of teaching, learning and wider academic practice, ranging from single workshops to standalone modules, to full credit-bearing postgraduate qualifications. Research staff can avail of these opportunities. Online materials from Vitae are also available to staff. Participating researchers are facilitated in developing a set of valuable, generic and transferable skills to enhance their own career opportunities.</p> <p>The RCF Guiding Principles establish that:</p> <ul style="list-style-type: none"> • it is the responsibility of the PI to facilitate researchers wishing to avail of training opportunities • it is the responsibility of the researcher to consult with PI to ensure training days are taken. <p>The PMPD system in place at the Institute assists researchers and supervisors in identifying appropriate training and development needs and opportunities.</p>	<p>CIT Professional Development</p> <p>Teaching and Learning Unit</p> <p>The RCF is not currently available as a public weblink but is available internally to CIT staff through its intranet.</p>	<p>The Institute recognises that this is an area that requires on-going monitoring and development. Appropriate reviews of the range of programmes provided will be organised by the HR Office.</p>	<p>Q1 2017 and ongoing</p> <p>HR Manager</p>

40. Supervision

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

Existing CIT Practices/ Policies	Weblinks	Actions required	When/Who
<p>All PhD students have a primary supervisor and Graduate Supervisory Panel, whose roles and responsibilities are described in the CIT Postgraduate Regulations.</p> <p>The supervisor/line manager for all staff is specified in the staff employment contract.</p> <p>For all early-stage researcher, a PI/line manager to whom they report, and who supports them in their professional development, must be identified. Staff are provided with opportunities to develop supervision skills in a structured manner as described in point 39 above.</p>	<p>CIT Postgraduate Regulations</p> <p>CIT Code of Good Practice in Research</p>	<p>No gap identified</p>	