



**Maynooth
University**
National University
of Ireland Maynooth

**Maynooth University
Research Development
Office**

Quality Implementation Plan

2016

1.0 Introduction

The aim of this document is to address recommendations made by the Quality Review Panel following the 2016 review exercise and to develop a Quality Implementation Plan for the coming five years. The document gives a brief status update and addresses recommendations for improvement that are divided into three sections;

- Recommendations that the unit can implement unaided without further resources
- Recommendations that can only be implemented with assistance/input from other units input and may require further resources
- Recommendations that can only be implemented with further resources from the university

2.0 Current status

The Research Development Office underwent a Quality Review in 2010. The processes in the Office were reviewed externally by Price Waterhouse Coopers in 2013-14 and significant operations/units changes have been implemented as a result. The workflow of the unit was streamlined and a Director of RDO, a Legal and Contracts Officer and a Financial Accountant were put in place within the existing head count. The office took on further risk management and post award activities through changes in the operational management of the Research Proposal Lifecycle. Thus considerable efficiencies have been achieved by the unit in the last six years.

An enabler of a more efficient system to support our business intelligence has been the investment in a new Research Information System (RIS) which supports both the academic and administrative communities and which links to the Finance, Human Resources and Student information systems. The RIS academic profile module was rolled out early as phase 1 in 2016, the proposal tracking module was rolled out to the RDO in July-September 2016 as phase 2, with the reporting element of this to be completed in mid Sept 2016 subject to final data input of 2016 grant submissions. The third module, the ethics module will be activated in early 2017 as phase 3. The system is intuitive and robust and creates a one stop resource for the academic community for profile, proposal tracking, grant management and compliance. More significantly it will allow live reporting of non-financial research metrics. A full live suite of research metrics will also be available once financial metrics can be drawn from a new JDE system in finance.

3.0 Recommendations for Improvement

3.1 Recommendations that the unit can implement unaided without further resources

Number	Strategic Recommendation	Additional PRG Comments
S.1	Develop a new coherent university research strategy to reinvigorate the overall university research agenda and ensure parity of esteem with teaching and learning. This should help to: (1) enhance the visibility of research in the university; (2) explain, motivate and empower the planned structural changes; (3) address ongoing concerns; and (4) promote a cultural shift in thinking around research and its importance for the overall reputation of the university.	See Section 5.1 for further contextual commentary regarding recommendations
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> • RDO currently has a Strategic Implementation Plan geared to the current University strategic plan; this is reviewed and updated on an annual basis to implement the research goals in the existing research strategy of the strategic plan. We will begin our planning for the next major cycle and Strategic Plan 2017-2022 in 2017. <p>Proposal:</p> <ul style="list-style-type: none"> • Prepare a plan working towards a new University strategy and a more detailed subsidiary Research Strategy. This will likely include: <ul style="list-style-type: none"> ○ Preparing a thorough data atlas of our research. ○ Prepare some research foresight exercises hosted by our consolidated Institutes. ○ Organising workshops with the Research Committee and other stakeholders to evaluate the success of the existing research strategy. ○ Prepare a draft Research Strategy 2017-2022. 	

Number	Whole Unit Recommendation	Additional PRG Comments
U.6	Instigate periodic meetings at a strategic level between the RDO and GSO.	
Unit Response	<p data-bbox="384 488 568 521">Current Status:</p> <p data-bbox="384 568 1155 602">Existing collaboration between RDO and GSO is largely informal:</p> <ul data-bbox="432 613 1315 1099" style="list-style-type: none"> <li data-bbox="432 613 1315 770">• RDO and GSO developed a student agreement which will be signed by all PhD students funded from research grants. It is currently being rolled out to all existing students via RDO and to new starts by GSO. All records will be stored on RIS. <li data-bbox="432 781 1315 1099">• As part of the Researcher Career framework, RDO and GSO have developed a joint Researcher Skills Development Programme which will provide training to postdoctorates and other researchers. Both offices have been working with HR, the Library, Commercialisation, and Centre for Teaching and Learning in the development of this programme. It is being piloted in the coming academic year. RDO has arranged with the Director of the 3U that courses will be opened to the 3U and advertised on their website. <p data-bbox="384 1151 496 1184">Proposal:</p> <ul data-bbox="432 1196 1315 1680" style="list-style-type: none"> <li data-bbox="432 1196 1315 1263">• Instigate formal monthly meeting VPR and DGS & formal monthly meeting Director RDO and equivalent in GSO (when appointed). <li data-bbox="432 1274 1315 1386">• Formalise the co-operation between the offices by regular meetings with GSO to reduce overlap and increase efficiency in managing workload. <li data-bbox="432 1397 1315 1509">• Consider work with GSO and Communications in developing an annual research day for MU to combine with GSO colloquium and the “3 minute thesis”. <li data-bbox="432 1520 1315 1588">• Ensure stronger GSO involvement in the development of the new Research Strategy (see above). <li data-bbox="432 1599 1315 1680">• GSO to assist RDO in targeting final year PhD and Master’s students for disseminating research funding opportunities. 	

3.2 Recommendations that can only be implemented with assistance/input from other units and may require further resources

Number	Strategic Recommendation	Additional PRG Comments
S.3	Introduce an Annual MU Research Day to enhance the visibility of research successes, provide an annual opportunity to engage with the wider university community and, through appropriate awards, incentivise, recognise and reward outstanding research achievements.	
Unit Response	<p>Current status:</p> <ul style="list-style-type: none"> • The Director of the RDO has been in discussion with the Director of External Affairs, GSO and the Library regarding the organisation of an MU Research Day. <p>Proposal:</p> <ul style="list-style-type: none"> • RDO will work with GSO and the Library regarding an MU research day and will discuss with the Director of External Affairs on her return. Again Institutes will be a useful vehicle here. • Aim is to organize the research day during the next academic year 17-18. • GSO has suggested combining this day with the GSO research colloquium and the '3 minute thesis'. 	
Resource	<ul style="list-style-type: none"> ○ <i>0.5 FTE resource required and this function may be combined with other requirements.</i> ○ <i>Option A: A new RDO officer tasked in part to work with Communications Office</i> ○ <i>Option B: An annual MA intern based in RDO (academically assigned to Media Studies or Business) tasked to work with Communications Office</i> <i>Option C: Dedicated officer tasked in Communications Office</i> 	

Number	Strategic Recommendation	Additional PRG Comments
S.4	Examine the possibility of greater integration of the RDO and RAO, in order to develop a 'one-stop-shop' for researchers, with integrated pre- and post-award support.	
Unit Response	<p>Current status:</p> <ul style="list-style-type: none"> • In 2013/14 PWC carried out an external review of the RDO/RAO and HR with a view to increasing efficiencies. The integration of RDO and RAO was recommended by PWC. However, as this might have undermined the coherence of the finance function, an alternative was proposed. RDO hired a research accountant to improve the finances produced at pre-award and to improve communication between the offices. The feedback from a) research staff (users) and b) finance/RAO (service partners), is that this is working very well. • Piloted a summer intern project completing a compliance review <p>Proposal:</p> <ul style="list-style-type: none"> • Set up formal monthly meeting between pre-award accountant and Head of RAO. Notes taken and shared with VPR and bursar to assure continued progress. • Arrange quarterly meetings between respective RDO/ RAO colleagues. E.g. EU pre-award RDO meeting with EU post award RAO, to solve specific issues and build rapport. • Host joint combined kick off and interim award meetings with PIs at which RDO & RAO attend to efficiently manage awards. • Pre-award account to attend the IUA Finance Group meetings 	
Resource	<ul style="list-style-type: none"> • <i>Explore RAO capacity to deliver stronger post-award financial support</i> • <i>Regularise the pilot intern project with annual intern for non-financial compliance review.</i> 	

Number	Strategic Recommendation	Additional PRG Comments
S.5	Enhance the links between the RDO and the Communications Office with a view to improving the promotion and promulgation of research successes. Review the university website permissions to allow researchers greater freedom to develop and post individualised information.	
Unit Response	<p>Current Status: The communications of our research performance is sub-optimal.</p> <ul style="list-style-type: none"> • RDO prepared a range of research stories solicited from research community. The RDO and Communications set up a shared drive of stories for Communications to access and promote research over the year. • As the above was less effective than we hoped, RDO hosted a media communications event with assistance from the Communication’s Office in 2016 to promote researcher’s self- promoting their research via social media and conventional media. • The Communications Office has a ‘spotlight’ on research stories throughout the year. <p>Proposal:</p> <ul style="list-style-type: none"> • As new Institutes are established, each director will be asked to prepare an annual media plan (including web & social media) in collaboration with Communications. • RDO will integrate media training into the Research Skills Development Programme. 2 courses to run this year. • Create internships between Communications/RDO for writers who can work directly with researchers. • Communications to work with VPR, Institute directors and RDO to develop a strategy for media forms, outlets and audiences to target. Existing bank of stories provide ready starting point. Keep web current. 	
Resource	<ul style="list-style-type: none"> ○ <i>See also S3. Option A: A new RDO officer tasked to work with Communications Office</i> ○ <i>Option B: An annual MA intern based in RDO (academically assigned to Media Studies or Business) tasked to work with Communications Office</i> ○ <i>Option C: Dedicated officer tasked in Communications Office</i> 	

Number	Strategic Recommendation	Additional PRG Comments
S.6	<p>Include the Dean of Graduate Studies as a member of the Research Committee.</p> <p>Consider representation of the research function (RDO legal & Contracts Officer) on the University Risk Committee and Re-evaluate the need for a university Procurement Officer.</p>	
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> • Graduate Studies were represented on the Research Committee prior to the formation of the Graduate, International and Education Committee. As the Graduate Studies Office currently manages Research PhD students their representation would be a valuable asset to the Research Committee. • Procurement Officer has now been appointed. <p>Proposal:</p> <ul style="list-style-type: none"> • The new Dean GS will be invited to 2016-17 Research Committee meetings. If this proves valuable, VPR will recommend change to committee membership. However it may be that the monthly meetings (above) will suffice. • VPR proposes to nominate the RDO Legal and Contracts Officer, to attend the Risk Management Committee. 	

Number	Strategic Recommendation	Additional PRG Comments
S.7	Develop and implement a Postdoctoral Fellowship Framework aimed at enhancing training and career prospects, recognising experience, facilitating access to teaching-related activities, promoting research student supervision and supporting early career researchers to hold grants or contracts.	
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> • The VPR and RDO have been working with the Human Resources Director (and indeed sectoral partners) to develop a Researcher Career Framework which will cover researchers at all levels including postdoctorates. The aim of the framework is to better align MU in line with The European Charter for Researchers. • As part of the overall framework the RDO and HR have also developed a clear recruitment process to employ researchers. • The RDO currently work with early stage researchers to determine pathways to becoming independent researchers. E.g. SFI SIRG programme, Marie Curie Fellowships Programme, the new framework should make this explicit. <p>Proposal:</p> <ul style="list-style-type: none"> • Complete the Research Career’s Framework Policy, submit for approval Q1 2017, and implement by Q3 2017 • Implement the Research Skills Development Pilot Programme in collaboration with HR and GSO. This is prepared but needs to be launched with the RCF. • Identify a ‘postdoctoral leader’ to drive the postdoctoral forum for input and feedback to the Research Skills Development Programme. • MU does not currently have the HR Excellence in Research logo in place. The RDO will collaborate with HR to implement the HRS4R strategy to achieve the HR Excellence in Research award by 2018 to bring us line with the other universities in Ireland. 	

Resource	<ul style="list-style-type: none">• <i>Requires commitment from HR to lead and manage HR4SR</i>• <i>Resource (1 FTE) is required in HR to carry out the self-assessment, draft and implement the development plan.</i> • <i>Budget required for 3-4 of the Research Skills Development Programmes courses proposed where in-house expertise is not available.</i>
-----------------	---

3.3 Recommendations that can only be implemented with further resources from the university

Number	Strategic Recommendation	Additional PRG Comments
S.2	Consider the appointment of a Special Projects Officer as support for the VPR in developing, communicating and implementing the new Research Strategy. This support could also facilitate the development and submission of strategic large scale grant applications.	
Unit Response	<p>A new role for a senior administrator to support strategy is needed. The preference would be to:</p> <ul style="list-style-type: none"> • Create a senior post within the RDO to facilitate high level strategic support to the VPR and Director of RDO regarding the formulation and implementation of the new research strategy and reporting on metrics. • Our experience with the recent SFI centre bids suggests that this post would also be pivotal in supporting strategic large-scale institutional bids for research funding. • Manage the implementation of the REACH researcher development programme parts of which have been piloted but not fully rolled out. 	
Resource	<ul style="list-style-type: none"> • <i>Create an SAO IV post in RDO to support strategy development, business information and large institutional projects.</i> 	

Number	Whole Unit Recommendation	Additional PRG Comments
U.1	Urgently review the staffing levels and contract conditions for the RDO staff with the aim of creating greater capacity for developmental activities and enhanced stability and sustainability. For example, additional legal support is essential to avoid contract-related bottle necks within the RDO and the Commercialisation Office.	See Section 5.1 for further contextual commentary regarding recommendations
Unit Response	<p>Current situation:</p> <ul style="list-style-type: none"> • There are two gaps: <ol style="list-style-type: none"> 1. Management of Business Information such as metrics (See S2.). 2. Managing Legal & Contracts; RDO is increasingly covering broader risk and legal for the University beyond research. The current cover (0.6FTE Legal & Contracts Officer) is insufficient. <p>Proposal:</p> <ul style="list-style-type: none"> • Create a University legal department under the University Secretary who would support the existing 0.6 FTE or Create an additional support for Legal and Contracts Office in RDO by either supplement 0.4FTE or Review RDO staffing level (see attached Appendix II which indicates the staff numbers in RDO and levels at which posts have been advertised in Ireland in the past year). • Offer new posts as 5 year contracts (as opposed to 1 or 3) in order to attract potential experienced RDO candidates. • Create a new module in RIS to cover legal aspects 	

Resource	<ul style="list-style-type: none">• <i>Create additions support for Legal & Contracts</i><ul style="list-style-type: none">○ <i>Option A. Create a new legal office under bursar/secretary with capacity to assist with research contracts.</i>○ <i>Option B. Create an additional support for Legal and Contracts Officer in RDO.</i>• <i>Convert the Pre-Award Accountant role to a permanent post</i>• <i>Review & regrade existing staff, via the Admin review due in 2017</i>• <i>Budget allocation of €30K for RIS Legal Module</i>
-----------------	---

Number	Whole Unit Recommendation	Additional PRG Comments
U.2	Ensure adequate resources are in place to maintain and support RIS in order to continue to reap future benefits from new and enhanced features.	
Unit Response	<p>Current Situation:</p> <ul style="list-style-type: none"> • 0.5FTE has been created to manage RIS and ensure continued buy in from the academic community. The RIS manager will: <ul style="list-style-type: none"> ○ Implement additional upgrades to RIS ○ Offer continuous training for Profiles ○ Rollout the Proposal Tracking module to the academic community in 2017 ○ Offer training for the ethic module ○ Operate the reports function of RIS ○ Act as first point of contact for all RIS queries/issues • Via ITMSC. Purchase the 'Legal and Contracts' module of RIS – reduces reliance on individual, allows potential others to work on single legal docs (see also U1. i.e. if a legal Office is established). 	
Resource	* €30k approx. purchase RIS legal module	

Number	Whole Unit Recommendation	Additional PRG Comments
U.3	With respect to the Ethics Committee, plan for future capacity requirements and adequately recognise the workloads involved.	
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> • A Proposal was recently approved by UE to offer either a research enhancement or a two module buy-out to the Chair of the Social Research Ethics Subcommittee due to the heavy workload of this committee. • RDO are currently recruiting extra members for the committee. <p>Proposal:</p> <ul style="list-style-type: none"> • RDO and the Chair of the Social Research Ethics Subcommittee will examine the current criteria for review with the aim of reducing the number of proposals currently being submitted to Tier 2 and 3 without affecting the integrity of the MU process. • The Secretariat is currently reviewing the ethics protocol form with a view to ensuring a more complete submission for approval. • The Director of the RDO will host ethics writing clinics and training in the coming academic year as part of the Research Skills Development Pilot Programme. The aim of this proposal is to improve the ethics protocols prior to submission which should reduce the workload on the committees. • RDO are implementing a RIS module for ethics in 2017 to streamline and improve efficiency in the process. • Review the effectiveness of the two-module buyout with a view to submitting to UE for the future. 	
Resource	<ul style="list-style-type: none"> • <i>Increase the numbers of staff on the Social Research Ethics Subcommittee.</i> • <i>Resources required for Two-module buy for the Chair of the Social Research Ethics Subcommittee for subsequent years.</i> 	

Number	Whole Unit Recommendation	Additional PRG Comments
U.4	Continue and enhance the RDO proactive development activity in terms of meeting with researchers and identifying future opportunities, for both interdisciplinary team and individual based research. Faculty targeted expertise within the RDO may help in this regard.	
Unit Response	<p>Current status:</p> <ul style="list-style-type: none"> • RDO have developed the REACH programme which is ‘An enhanced Research development programme which aims to Expand, Activate, & Connect researchers beyond their existing Horizons’. The programme aims to offer an integrated set of initiatives across RDO, Commercialisation, Graduate Studies, Human Resources, Finance, Communications and the library. The Research Skills Development Pilot Programme is one of the REACH initiatives. • As part of the initial implementation of the programme the RDO hosted a pilot ‘Open door drop in’ session within a set of departments in early 2016 where an RDO staff member sat in a Department for a half day and researchers could ‘drop in’ to meet with the RDO rep. <p>Proposal</p> <ul style="list-style-type: none"> • Roll out the Pilot Research Skills Development Programme for the coming academic year. • Roll out the full ‘Open door drop in’ sessions for the coming academic year. A calendar of ‘Open door drop in’ sessions are being implemented which will offer themed advice general advice. This allows directly feedback on the needs of researchers. • Create 4 Admin support posts within the institutes RDO are in the process or re-developing the website to offer online tools for training etc. 	
Resource	<ul style="list-style-type: none"> • <i>4 AOI Admin support roles are proposed within the institutes which are discipline specific.</i> 	

Number	Whole Unit Recommendation	Additional PRG Comments
U.5	Shift the responsibility for and management of IRC postdocs from the GSO to the RDO, resources and expertise permitting.	
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> RDO brought a proposal to UE to create an RDO post to transfer the IRC post doctorate and postgraduate programme from GSO to RDO as well as manage RIS. The post was approved for 3 years with the caveat that it may move back to GSO. 	
Resource	<ul style="list-style-type: none"> <i>Maintain this post in RDO to manage all of the pre-award IRC programmes, including postdoctoral and postgraduate fellowships.</i> 	

Number	Whole Unit Recommendation	Additional PRG Comments
U.7	Investigate possible ways of working around the identified issues with InterReg, ESPON or similar awards. Produce clear explanatory guidelines in respect of acceptance/non-acceptance and associated risks.	
Unit Response	<p>Current Status:</p> <ul style="list-style-type: none"> • This is a common complaint from a small section of the research community. These programmes have contractual liabilities and conditions that are onerous for the university. In order to reduce risk for the institution, participation in these programme is dependent on the completion of a risk assessment and a decision is taken on a case by case basis not popular with the staff involved • The VPR presented a paper to all faculties last year outlining the issues with these programmes and under what circumstances we could partake in them. • ESPON: The MU Legal and Contracts Officer led face -to - negotiations on behalf of Irish Universities during Summer 2016 with a specially convened meeting with the Director of the ESPON ETGC and ESPON Managing Authority in Dublin. As a result, pertinent contract terms and conditions have been changed to facilitate Irish Universities participation in future calls. <p>Proposal:</p> <ul style="list-style-type: none"> • A “Risk Framework for Contract negotiation” is required to outline the University’s approach to risk in contract negotiation; to include liability caps; indemnities and warranties as well as dispute resolution etc. This Framework would both give direction and clarity as to the level of risk the University is prepared to accept in contract negotiation, be available to the MU Research Community to explain the University position. Development of the Framework would identify when Risk assessment would be required and the resultant management processes. • Risk Management Training for Legal Contracts Officer – Research and contracts with industry. 	
Resource	<ul style="list-style-type: none"> • <i>Create an additional University Legal Officer (See also U2.)</i> 	

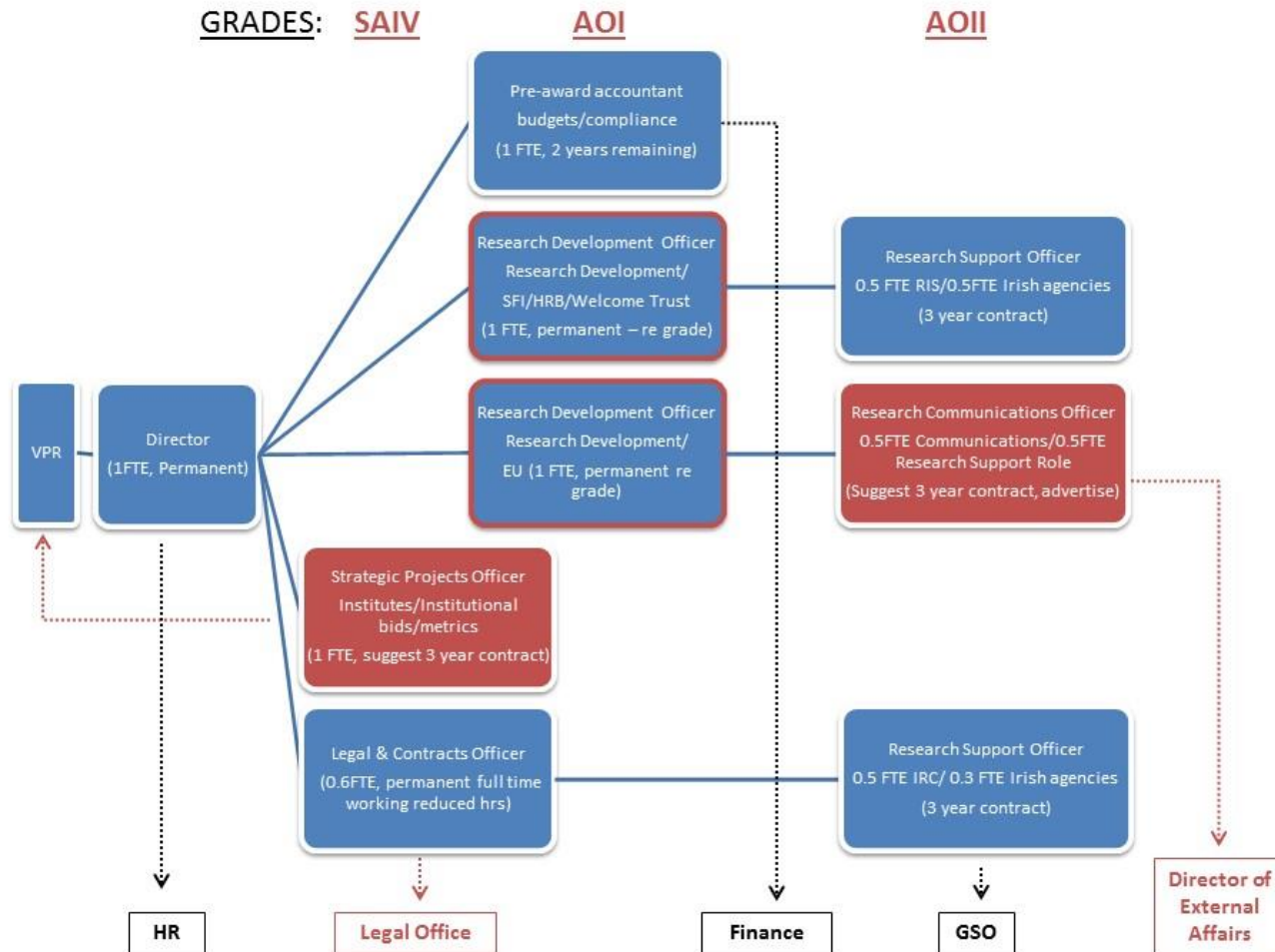
4.0 Summary of resource requests

See Appendix I for organogram of proposed changes

Resource	<p>Research Development Officer – strategy development</p> <ul style="list-style-type: none"> • Create an SAO IV post in RDO to support strategy development and large institutional projects.
	<p>Legal & Contracts Officer</p> <ul style="list-style-type: none"> • Option A. Create a new legal office under bursar with capacity to assist with research contracts. • Option B. Create an additional support for Legal and Contracts Officer in RDO.
	<p>Review and Re grade RSO support staff</p> <ul style="list-style-type: none"> • Review & regrade existing staff, via the Admin review due in 2017 • Budget allocation of €30K for RIS Legal Module Convert the Pre-award Accountant role to a permanent post. • Maintain the post to manage all of the pre-award IRC programmes, including postdoctoral and postgraduate fellowships, in RDO.
	<p>Communications/RDO Officer</p> <ul style="list-style-type: none"> • This post could either be a Communications post with RDO facilitation or vice versa. <ul style="list-style-type: none"> ○ Option A: A new RDO officer (AO) tasked to work with Communications Office ○ Option B: An annual MA intern based in RDO (academically assigned to Media Studies or Business) tasked to work with Communications Office ○ Option C: Dedicated officer (AO) tasked in Communications Office (not preference).
	<p>HR/RDO Officer to implement HRS4R</p> <ul style="list-style-type: none"> • Requires commitment from HR to lead and manage HR4SR • Resource is required to carry out the self-assessment, draft and implement the development plan. • Budget required for 3-4 of the Research Skills Development Programmes courses proposed where in-house expertise is not available.
	<p>Contracts Module for RIS</p> <ul style="list-style-type: none"> • €30k approx purchase RIS legal module.
	<p>Institute Admin Support</p> <ul style="list-style-type: none"> • Create 4 AOI support roles within the institutes which are discipline specific. As part Institute plan.
	<p>Research Ethics Committee</p> <ul style="list-style-type: none"> • Resources required for Two-module buy for the Chair of the Social Research Ethics Subcommittee for subsequent years.

Appendix I Organogram of Proposed Changes

- Create a SAOIV role for large scale project/institutional bids reporting to the Director of RDO
- Re-align the Research Development Officers grades to AOI (outlined in red)
- Create a University Legal Office with a collaborative link to Legal & Contracts Officer
- Create a Communications Officer post with a collaborative link into the Director of External Affairs



Appendix II Research Development Office Staff Indicative Numbers (excluding Finance and Commercialisation)

Research Development Office Staff Indicative Numbers (not including Finance or Technology Transfer teams)											
	Maynooth University	University of Bangor	Aberystwyth University	Brunel University London	Keele University	DCU	UL	NUIG	UCC	UCD	TCD
Students	10500	10645	10000	14000	9900	11800	13100	17200	19200	25700	16000
Research income **	€19M	€23M	€25-30M	€25M	€29m	€35M	?	?	?	?	?
RDO -pre award only (non-finance)***	5	12	18	11	14	17	10	11	10	36	24
Legal & Contracts	0.6	2	2	4	3	1	1	1	3	?	11
Total	5.6*	14	20	15	17	18	11	12	13	36	35

* Not included 1 additional temporary post for SFI (to Jan 17)

** Research Income - approximates based on information available on the institutions' websites

*** Numbers exclude SFI centres support staff

Summary of posts offered in Irish Institutions in the past year (excluding MU)

MU equivalent Grade	Number of posts
SAOIV	5
AOI	15
AOII	2*
SEA	None

*UL post has not been filled and the DCU post was filled but

the candidate departed after 3 months to take up a SAOIV post in UCD

Current/ Past Job Vacancies 2016					
Job Vacancies	Post		Salary (000)	Status	MU equivalent
TCD	2 posts		€52-€79	5 year and 3 year contract	SAO IV
UL	1 post		€54K-€83	Contract (duration not specified)	SAO IV
UCD	2 posts		€56-€65	4 year contract	SAO IV
TCD	3 posts		€46-€54	3 year contract	AOI
UCC	3 posts		€47-€56	Permanent/5 year/3 year	AOI
UCC	1 post		€48	4 year contract	AOI
NUIG	1 post		€48-€65	Permanent	AOI
NUIG	1 post		€48-€65	1 year contract	AOI
NUIG	1 post		€42-€54	1 year contract	AOI
Dundalk IT	1 post		€51-€56	2 year contract	AOI
DCU	3 posts		€45-€54	1-2 year contracts	AOI
DCU	1 post		€45-€54	2 year contract	AOI
UL	1 post		€31-45	multiannual	AO II*
DCU	1 post		€33-€50	1 year contract	AO II*

**UL post hasn't been filled and the DCU post was filled but the candidate departed after 3 months to take up a SAOIV post in UCD*