



<b>POLICY:</b>	<p>ACADEMIC STAFF RESEARCH SUPPORT &amp; PLOA POLICY</p> <p>A. RESEARCH SUPPORT POLICY</p> <p>B. PROFESSIONAL LEAVE OF ABSENCE POLICY</p>
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## **ACADEMIC STAFF RESEARCH SUPPORT & PLOA POLICY**

**A. RESEARCH SUPPORT POLICY**

**B. PROFESSIONAL LEAVE OF ABSENCE POLICY**

## Mary Immaculate College Research Policy Statement

In accordance with its Mission Statement and its Strategic Plans 2012-2016 & 2017-2021, Mary Immaculate College supports a diversity of research traditions and paradigms. The College encourages an inclusive research community that embraces scholars of theory and practice in a range of disciplines in contemporary higher education. Research is premised on critical and inquiring approaches to the acquisition and publication of new knowledge and frames of understanding across many research fields and professional and public constituencies. Research is a central part of the professional identity of the academic staff. As an institute of higher education, Mary Immaculate College is a community of learning, where the best teaching is conducted in a context where staff, as well as students, are engaged in processes of critical inquiry. Staff research activity provides a rich culture of investigation, examination, and reflection on every aspect of their disciplines, which makes teaching and learning a vital, responsive process. The College values and actions teaching *of* research and teaching *for* research, so that there is a critical interdependence between the teaching and research functions of the institution. This policy statement is a charter for research within our community of learning, where academic and professional research informs and strengthens the educational and service functions of the College within the Higher Education landscape. It provides for programmatic and policy-oriented research and underpins the highest standards for ethical conduct and responsibility in academic research.

Through this policy Mary Immaculate College endorses, as an integral part of academic endeavour, a research ethos that is dedicated to the pursuit and publication of knowledge in our specialist fields of Liberal Arts and Education where there is a track record of research strengths. It advances an institutional research agenda with clear support structures and procedures to support the development of individual and group research, and incentivises excellence and achievement in research. This research policy encourages initiatives and innovations from all researchers to enhance the College's research portfolios, including research undertaken as a consequence of targeted or strategic agendas.

The College endorses active research partnerships with corporate, governmental, educational and philanthropic agencies in order to respond to changing national, regional and local needs, supporting socio-economic and cultural development. It provides leadership and institutional research structures that enable faculty to conceptualise, conduct and publish research, work as exchange scholars, and pursue leaves of absence for research work where applicable.

Through its Research & Graduate School, Mary Immaculate College underwrites the highest quality standards for the supervision and management of research among all staff and across all postgraduate programmes.

## **A. ACADEMIC STAFF RESEARCH SUPPORT POLICY**

### **1. Foreword**

Through this policy Mary Immaculate College (MIC) reiterates its commitment to the provision of support and resources for the on-going development of research and developing the research skills base and research output of our academic staff in line with the College's Strategic Plans 2012-2016 & 2017-2021. In recent times the College has invested significantly in this area through financial supports, staff up-skilling, building external collaborative links and providing dedicated in-house administrative structures within the College's Research Office and Graduate School (Research & Graduate School, RGS), as well as dedicated premises within the John Henry Newman Campus of MIC. This effort will be maintained and developed further, and the integration of research with teaching and learning will be a particular focus for MIC in the coming years.

This policy sets out the terms of the main research support schemes for academic staff that will be operated by the College. These schemes will be overseen by the Associate Vice-President for Research on behalf of the College and will be operated through the Research Office with the advice and assistance of the College's Research Committee and approval of the Executive Team. The terms of this policy regarding professional leave are subject to the College's Professional Leave of Absence Policy (Part B of this document).

Funding for staff research support schemes will be budget sensitive, as is the case with respect to all College functions.

The general terms of this policy apply to all members of the MIC academic staff. Eligibility criteria for each individual support scheme is indicated below as appropriate. The Research Office maintains Standard Operating Procedures (SOPs) for the operation of the schemes. Appeals relating to any aspect of the process for the operation of the schemes set out in this policy will be dealt with in accordance with the appeals provisions of the MIC Grievance Procedure details of which are available from the MIC HR Office.

### **2. Sabbatical Research Scheme**

Through this policy the College makes provisions for merit-based Research Sabbatical leave on a competitive basis. This leave will enable staff members to develop their research profiles and achieve specified research targets in the context of their personal research plans (PRPs) and departmental research plans (DRPs). The provisions of the Professional Leave of Absence Policy (Part B below) will apply.

#### **Eligibility**

This scheme is offered to members of the academic staff permanently employed by MIC for at least three years at the time of their application, and staff for whom research forms a required element of their normal duties at MIC. Qualifying staff must have more than two years to retirement from MIC after their Research Sabbatical ends. This scheme is not open to staff who do not meet these criteria. Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects

- Staff employed on contracts of substitution

### **Duration**

Two sabbatical leave awards will be advertised annually and each leave period will have a duration of six calendar months. Leave periods will begin and end on dates specified by the Executive Team and sabbatical leave may not be deferred or extended. Leave periods will normally commence on a date near the beginning of July or near the beginning of February each year.

### **Application and Award**

Research Sabbaticals are offered subject to a standard operating procedure (SOP) and a specific application process and contract which are available from the Research Office. The Research Sabbatical Scheme will be overseen by a Sabbaticals Committee on behalf of the Executive Team. Adjudication of applications will be conducted by an Adjudication Panel consisting of two independent external experts who will be proposed by the Sabbaticals Committee and approved by the College President. The adjudication process will be informed by a blind peer review process involving independent external discipline experts who will be chosen by the College. Additionally, applicants will nominate three referees to provide letters of support for their applications. Final decisions on awards will be made by the Executive Team based on the recommendations of the Adjudication Panel.

### **Selection Criteria**

The College will not offer research sabbatical leave unless applications demonstrate a high level of merit according to the criteria, which must be demonstrated in the application documents. All areas and fields of research are eligible, and proposals may relate to any phase of the research process from initiation stage to publication stage.

Criteria used in considering applications:

- The quality of the applicant's research leave plan
- The discernible capacity of the applicant to deliver the planned research outcomes
- A sustainability plan for the applicant's research beyond the leave period in the context of their PRPs and DRPs
- The research record of the applicant

### **Substitution**

The College will provide for the cost of substitution in line with published Irish Research Council rates (*pro rata*) for Postdoctoral Fellows. Awardees must work with the College to identify a suitable substitute. The suitability of the substitute must be endorsed by the College within a time frame specified by the Sabbaticals Committee. In the absence of a suitable substitute agreeable to the College, the Dean of Faculty and the HR Office, Sabbatical Leave will not be granted.

In the case of Department Heads, responsibilities for all aspects of departmental administration and other relevant duties must be delegated to a named Acting Head of Department who may not be the substitute. The role of Acting Head will be confined to permanent staff of the relevant department and the appointee will be selected through a HR process overseen by the Director of HR. The Acting Head of Department will receive an acting up allowance based on the SL9 scale, as detailed in Appendix 1.

All arrangements must be made in a timely manner that ensures a smooth transfer of responsibilities to the Acting Head. These arrangements must be agreed by the relevant Dean of Faculty and approved

by the Executive Team.

### **3. Professional Leave of Absence (PLOA) Research Scheme**

The College makes provision for Professional Leave of Absence (PLOA) for research purposes under the terms of this policy. PLOA is offered subject to a standard operating procedure (SOP) and a specific application process which is available from the Research Office. PLOA is allowable for research purposes that are directly related to the academic responsibilities of eligible academic staff. These purposes are (a) PLOA for research leading to specific research outcomes, such as publications or large-scale funding applications; and (b) PLOA for the substantial advancement / completion of doctoral studies. The provisions of the Professional Leave of Absence Policy (Part B below) will apply.

#### **Eligibility**

(a) PLOA for research leading to specific research outcomes: This PLOA is offered to members of the academic staff permanently employed by MIC for at least three years at the time of their application, and staff for whom research forms a required element of their normal duties at MIC.

(b) PLOA for the substantial advancement / completion of doctoral studies: This PLOA is offered to members of the academic staff permanently employed by MIC for at least one year at the time of application, and staff for whom research forms a required element of their normal duties at MIC.

This scheme is not open to staff who do not meet these criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution

#### **Duration**

PLOA for research is granted for one semester, but may be extended for one additional semester subject to the agreement of the Executive Team. Leave periods will begin and end on dates specified by the Executive Team. Continues supervision of research postgraduate students is required from the staff member while they are on professional leave.

#### **Application and Award**

PLOA for research is subject to a specific application process and contract which are available from the Research Office. Decisions on applications will be made by the Executive Team in line with the MIC PLOA Policy.

#### **Selection Criteria**

Criteria used in considering applications:

- The research plan of the applicant
- The value of the proposed work to a) the College, and b) the applicant
- A sustainability plan for the applicant's research beyond the leave period in the context of their Annual Personal Research Plans (PRPs) and Departmental Research Plans (DRPs)
- The outcomes of any previous leaves of absence of the applicant

- The support of the Associate Vice-President for Research and the relevant Dean of Faculty
- Consistency with the MIC PLOA Policy

### **Substitution**

The cost of substitution for the leave period may be provided for either: (a) at the expense of the staff member, or (b) through finance provided by an external sponsor or funding agency.

Where members of the academic staff are granted self-funded PLOA for research, they themselves are responsible for finding a substitute acceptable to the Executive Team and for the costs of paying the substitute. The rates of pay and other costs for substitutes will be determined by the College. Responsibilities for, *inter alia*, lectures, tutorials, supervision, open days, department meetings, off-campus supervision and Examination Boards must be met by the substitute and the rate paid for the contact hours includes all associated work including preparation work, grading, attendance at open days, departmental meetings and Examination Boards. The replacement cost for teaching practice will be borne by the College except where external funding is provided for same.

Where members of the academic staff are granted PLOA for research on the basis that external funding has been secured for purposes of substitution, the cost of substitution for teaching practice, in addition to the duties itemised above, must normally be met by the external funding. They are also responsible for finding a substitute acceptable to the Executive Team.

In the case of Department Heads, responsibilities for all aspects of departmental administration and other relevant duties must be delegated to a named Acting Head of Department who may not be the substitute. The role of Acting Head will be confined to permanent staff of the relevant department and the appointee will be selected through a HR process overseen by the Director of HR. The Acting Head of Department will receive an acting up allowance based on the SL9 scale, as detailed in Appendix 1.

All arrangements must be made in a timely manner that ensures a smooth transfer of responsibilities to the Acting Head. These arrangements must be agreed by the relevant Dean of Faculty and approved by the Executive Team.

## **4. Doctoral Fees Reimbursement Scheme**

The Doctoral Fees Reimbursement Scheme is offered subject to a standard operating procedure (SOP) and a specific application process which is available from the Research Office. The College may agree to reimburse fees in respect of doctoral degrees undertaken by members of the academic staff where a) such staff members do not already hold a doctoral degree; and b) the proposed doctoral degree is centrally relevant to the academic responsibilities of the applicant.

### **Eligibility**

Members of the academic staff permanently employed by MIC for at least one year at the time of application, and staff for whom research forms a required element of their normal duties at MIC. Qualifying staff must have more than four years to retirement from the time the doctorate will be awarded. This scheme is not available to staff who do not meet these criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution

#### **General terms of the scheme**

- The staff member must signal their intention to undertake a doctoral degree to the Associate Vice-President for Research and must obtain approval in advance of commencing same from the Executive Team
- Fees will be reimbursed retrospectively up to a cumulative maximum of €12,000 subject to formal application to the Research Office
- Reimbursement will be arranged annually in arrears subject to the production of receipts and also subject to written evidence of satisfactory progress / course completion being provided by the academic supervisor to the Research Office
- Staff members who resign or retire from MIC within four years (48 months) of being awarded their doctoral degree and having availed of this scheme will be required to repay in full the fees for which they were reimbursed by the College
- Those who do not satisfactorily complete their doctoral degree shall be required to repay in full all fees that have been reimbursed or waived by the College

#### **5. Staff exchanges for Research / Transfer of Knowledge**

The College will endeavour insofar as possible to create the conditions whereby members of the academic staff may engage in short staff-exchange arrangements for research / transfer of knowledge purposes (e.g. Marie Skłodowska-Curie Actions, Erasmus+ activities). Staff wishing to engage in such exchanges should speak initially to the relevant Dean of Faculty and the Associate Vice- President for Research. This will be dealt with on a case-by-case basis by the Executive Team based on a recommendation from the Dean of Faculty and the Associate Vice- President for Research. Only proposals that are cost neutral to MIC will be considered. The provisions of the Professional Leave of Absence Policy (Part B below) will apply.

#### **Eligibility**

Members of the academic staff permanently employed by MIC for at least three years at the time of application, and staff for whom research forms a required element of their normal duties at MIC. This scheme is not available to staff who do not meet the above criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution

#### **6. Conference Fund Scheme**

The Conference Fund Scheme is offered subject to a standard operating procedure (SOP) and a specific application process which is available from the Research Office. Through this scheme the College will support attendance at professional conferences for the purpose of presenting academic research papers.

### **Eligibility**

Members of the academic staff who hold a contract for at least one academic year at the time of application. This scheme is not available to staff who do not meet the criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution
- Members of the academic staff who are on a contract but for whom research does not form a required element of their normal duties at MIC

### **General terms of the scheme**

Staff members may apply for up to a maximum of €1500 (*pro rata* for part-time staff) per academic year. The College will provide for this within its annual core budget for research. Details in relation to the scheme and a standard operating procedure (SOP) are available from the Research Office.

## **7. Research Seed Funding Scheme**

The Seed Funding Scheme is offered subject to a standard operating procedure (SOP) and a specific application process which is available from the Research Office. Through this scheme, the College supports academic staff research by providing seed finance for early-stage academic research work.

### **Eligibility**

Members of the academic staff who hold a contract for at least one academic year at the time of application. This scheme is not available to staff who do not meet the criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution
- Members of the academic staff who are on a contract but for whom research does not form a required element of their normal duties at MIC

### **General terms of the scheme**

The College will provide for this scheme within its annual core budget for research. Applications will be adjudicated by a peer-evaluation panel drawn from the MIC academic staff body. The panel will assess the merit of applications using academic, logistical and financial criteria. Details in relation to the scheme and a standard operating procedure (SOP) are available from the Research Office.

## **8. Research Networking Scheme**

The Research Networking Scheme is offered subject to a standard operating procedure (SOP) and an application process which is available from the Research Office. The Research Networking Scheme will provide for up to five annual grants of c. €1000 for purposes of research collaboration. This will be funded through the existing seed funding scheme. Through this scheme, the College encourages individuals / small groups to apply for travel / subsistence support on a competitive basis for purposes

of preparing collaborative funding applications to external agencies, and/or to engage in formal networks that will lead to participation in large-scale international / national funded research projects.

### **Eligibility**

Members of the academic staff who hold a contract for at least one academic year at the time of application. This scheme is not available to staff who do not meet the criteria.

Furthermore, these provisions will not apply to the following categories of staff:

- Staff on secondment to the College
- Staff employed by the College to work exclusively on externally funded projects
- Staff on contracts of substitution

Members of the academic staff who are on a contract but for whom research does not form a required element of their normal duties at MIC

### **General terms of the scheme**

The College will provide for this scheme within its annual core budget for research. Details in relation to the scheme and a standard operating procedure (SOP) are available from the Research Office.

## **9. Processing External Research Funding Applications & Awards**

### **a) Pre-Award**

MIC provides pre-award support for research applications by staff to external funders. Applications to external research funders must be processed through Research Office and the Finance Office in all cases where College approval (signoff, stamp, financial data, banker for funds, point of contact, recruitment of research personnel, ethical clearance etc.) is required. Applications must be submitted initially to the Research Office in a timely manner that allows reasonable time for processing to take place in advance of funders' deadlines.

Assistance and advice are provided to applicants, as well as detailed information on funders' schemes, programme planning, budget preparation, quality assurance, technical compliance checks and delivery of documentation to the funder in a timely and professional manner. This process also ensures that all College costs can be suitably identified and included.

The processing exercise includes close liaison with other College offices (HR and President's Office) and other relevant staff to ensure that applications to external funders are of a consistently high standard, reflecting positively on both the researcher and the College. A standard operating procedure (SOP) can be found on the Research Office web pages.

### **b) Post-Award**

In keeping with best practice used in Research Offices elsewhere in the university sector, post-award support for externally funded research grants is provided through the Research Office and the Finance Office. This provides a systematic and transparent procedure for the management of external funding (including maintenance of running budget line balances for staff, counter-signing all payments from externally funded research accounts for staff and ensuring that expenditure is in line with the budget agreed with the funder); assistance with procurement; preparation of terms of reference / advertisements / recruitment / induction of research staff; preparation of interim and final reports to funders; advice and assistance to PIs and other project staff where necessary. The Finance Office

operates a Cost Centre on Agresso to manage each grant, including receipts and costs incurred.

Post-award support for externally funded research grants provides an enhanced service to researchers that is positive and supportive, and ensures the highest possible level of professional service to MIC staff and our external funders. A standard operating procedure (SOP) can be found on the Research & Graduate School web pages.

#### **10. Mary Immaculate Research Repository & Digital Archive (MIRR)**

MIRR is a RIAN-compliant open-access repository developed to support dissemination of research generated by MIC staff, postgraduates and research groups. Through this policy MIC endorses MIRR and encourages staff and postgraduate students to avail of the advantages it offers. The potential of MIRR in terms of new opportunities for collaborations and publicity is substantial. MIRR is both an Institutional Repository and a Digital Archive. MIRR is underpinned by the principles of the “Open Archive Initiative” and is compliant with the Higher Education Authority (HEA) Policy relating to the open access repository of published research (2008).

#### **11. Mary Immaculate Research Ethics Committee (MIREC)**

The Mary Immaculate College Research Ethics Committee (MIREC) has overall responsibility for research ethics in all aspects of research involving human participants where this research is conducted by MIC staff, postgraduates and undergraduates. MIREC supports all researchers in ensuring that research is carried out to the highest possible standards with regard for the welfare of human participants and in accordance with recognised legal, professional and ethical standards. Through this policy the College endorses MIREC and requires MIC staff, postgraduates and undergraduates apply to MIREC (including as appropriate its devolved ethics committees / boards at departmental / faculty level) for ethical clearance for research projects involving human participants.

#### **12. Research Institutes & Centres**

Designated MIC Research Institutes and Centres are formed to offer a locus and support structure for thematic research within the College. They offer an opportunity for College staff from various departments and different disciplinary backgrounds to come together in collaboration in order to conduct research in an interdisciplinary context. They also provide a structure within which MIC academics collaborate with colleagues from other institutions and organisations both nationally and internationally. They provide enhanced potential for researchers to develop and expand the range and depth of their collective research plans, and to respond to opportunities requiring economies of scale as they arise. In some cases this may confer improved access to funding and other resources, while in others it opens up opportunities to engage in large-scale projects that are beyond the capacity of individuals operating on their own.

#### **13. Research Reporting Mechanisms**

The Associate Vice-President for Research will have oversight of all aspects of research undertaken in the College, including external research funding applications, pre and post-award internal and external research applications/grants, and reports to external funding agencies.

#### **14. Staff Research Survey**

All members of the academic staff are required to participate in and respond to the Online Staff Research Survey conducted by the Research Office. Based on this survey and other available data, the College will compile databases of research activities and research outputs.

#### **15. Accountability**

Where the College makes funds available to staff members for research, the recipients will be accountable to the College and must report progress / completion of the activities for which they are funded to the Research Office. Where applicable, any expenditure that involves the procurement of goods or services from third parties must comply with public procurement requirements as set out in the College's procurement policy.

#### **16. Academic Freedom**

In keeping with the College's Mission Statement commitment to "excellence in teaching, learning, and research" and to "the intellectual freedom of staff and students", academic staff are free to engage in research / postgraduate work within their area of professional expertise. The freedom of academic staff to engage in and disseminate relevant research is also recognised.

#### **17. Implementation**

The operation of this policy and the research support schemes described here will be overseen by the Associate Vice-President for Research on behalf of the Executive Team. Detailed information on the schemes, application processes and records relating to implementation of the schemes will be provided by the Research Office. The Research Committee will advise and assist the Associate Vice-President for Research and the Research Office in these functions.

## **B. PROFESSIONAL LEAVE OF ABSENCE POLICY 2016**

### **1. PLOA POLICY**

- 1.1 Mary Immaculate College wishes to support members of the academic staff who want to avail of Professional Leave Of Absence (PLOA) in order to conduct professional work that is mutually beneficial to themselves and Mary Immaculate College.
- 1.2 Provisions for PLOA for MIC staff were reviewed by the Executive Team in 2015/2016.
- 1.3 Arising from the ET review, revised provisions for PLOA have been established as set out in this Professional Leave Of Absence Policy which forms Part B of the MIC Research Support Policy.

### **2. PLOA PROVISIONS**

#### **2.1 PLOA for Research**

Provisions for PLOA relating to research are set out in the attached Research Support & PLOA Policy (2013; Revised 2015, 2016). PLOA for research is subject to specific application processes which are available from the Research & Graduate School. Decisions on applications will be made by the Executive Team.

#### **2.2 PLOA for Teaching & Learning**

Any implications arising from the National Forum in relation to Higher Education teaching qualifications, including possible implications for related PLOA, will be taken into consideration when proposals in this regard become clear.

#### **2.3 Staff Development**

Under this policy the term PLOA will relate exclusively to members of the academic staff. PLOA is allowable only for research purposes that are directly related to the academic responsibilities of eligible academic staff. These are (a) PLOA for research leading to specific research outcomes such as publications; and (b) PLOA for the substantial advancement / completion of doctoral studies. A new and separate Staff Development Policy will be introduced that will include provisions for other staff training, skills development, and qualifications up to and including Master's Degree level.

### **3. PLOA QUOTA PARAMETERS**

- i. The College will endeavour, as far as is reasonably practicable, to facilitate applications from members of the academic staff to avail of PLOA
- ii. PLOA awards will be limited to a maximum of 1 year in 4 per staff member
- iii. An exception to the principles at i) and ii) above may be considered by the Executive Team where PLOA is requested in respect of a proposal that has the potential to attract significant funding to MIC or substantially enhance the reputation of the College

## Appendix 1

### Methodology for Determining Allowances for an Acting Head of Department

1. An employee will be remunerated at the first point of the Senior Lecturer scale where the first point is greater than the employee's existing pay by an amount greater than one increment (1st to 2nd point) on the Senior Lecturer scale.
2. Where 1 above is not the case, the employee will be remunerated at the nearest point upwards on the Senior Lecturer plus one increment.

The following tables illustrate how the methodology is applied to existing pay scales and scales with anticipated adjustments provided for under the Haddington Road Agreement

<b>Current Allowance for Acting HoDs (Temporary) as applies in October 2016</b>			
Point on Scale	Lecturer	Point on Scale	Senior Lecturer
1	€50,158	1	€65,000
2	€59,247	1	€65,000
3	€62,471	2	€67,175
4	€65,000	3	€69,656
5	€65,050	3	€69,656
6	€68,030	4	€72,145
7	€70,996	5	€74,609
8	€73,961	6	€77,057
9	€76,891	7	€79,752

<b>Haddington Road Agreement – Pay Restoration Phase 1</b>			
Point on Scale	Lecturer	Point on Scale	Senior Lecturer
1	€50,158	1	€66,733
2	€59,247	1	€66,733
3	€62,471	1	€66,733
4	€65,345	2	€69,130
5	€66,943	3	€71,683
6	€70,010	4	€74,240
7	€73,062	5	€76,780
8	€76,114	6	€79,321
9	€79,147	7	€81,480

<b>Haddington Road Agreement – Pay Restoration Phase 2</b>			
Point on Scale	Lecturer	Point on Scale	Senior Lecturer
1	€50,158	1	€68,466
2	€59,247	1	€68,466
3	€62,471	1	€68,466
4	€65,689	1	€68,466
5	€68,836	3	€73,710
6	€71,990	4	€76,344
7	€75,128	5	€78,951
8	€78,266	6	€81,584
9	€81,403	7	€84,208