NUI Galway OÉ Gaillimh

GENDER EQUALITY ACTION PLAN 2019-2020

ACTIONS IN THIS PLAN ARE DERIVED FROM FOUR KEY DOCUMENTS WHICH ARE REFERENCED WITHIN SPECIFIC ACTIONS.

DOCUMENTS AND THEIR LOCATIONS:

Final Report of the Gender Equality Task Force, NUI Galway May 2016 (GEAP)	AVAILABLE HERE
HEA National Review of Gender Equality in Irish Higher Education Institutions June 2016 (HEA)	AVAILABLE HERE
NUI Galway Athena SWAN Bronze Application November 2017 (AS)	AVAILABLE HERE
Dept of Education and Skills Gender Action Plan 2018-2020 (DES)	AVAILABLE HERE

ACTION DETAIL SUMMARY

		STATUS				
		Not Started	**In Progress - On track**	**In Progress - Delayed**	**At Risk**	**Complete**
Total Actions:		**89**	11	62	7	1	8
Total Actions Per Category:	Institutional Culture	**24**	4	19			1
	Governance	**14**		7	1	1	5
	Athena SWAN	**8**	1	6			1
	Training & Development	**14**	3	9	1		1
	Recruitment	**13**	1	9	3		
	Promotion	**16**	2	12	2		

GLOSSARY OF TERMS AND RESOURCES

Gender Balance:	Representation of either women/men in any body not falling below 40% as a parity threshold
Gender Proofing:	Checks carried out on any policy/proposal to ensure that any potential discriminatory effects have been avoided
Quota:	Positive measure instrument aimed at accelerating gender balance and representation by establishing defined proportion (percentage) or number of places/seats to be filled by, or allocated to, women and/or men under certain criteria
Target:	Positive measure instrument aimed at setting clear goals and deadlines for progression
Postive measure/ Specific action:	Measures targeted at particular groups and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviours, or structures
Best Practice:	Accumulation and application of knowledge about what works and what doesn't in terms of promoting gender equality

Adapted from the European Institute for Gender Equality Glossary & Thesaurus

Office of the VP for Equality & Diversity Website
HEA Gender Policy Website
Council of Europe Gender Equality Website

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 21, HEA 1.21	1.1	**Implement Discipline/Unit gender action plans**	Schools will develop and implement action plans via engagement with the Athena SWAN framework. **Ref Action 3.2 Re: scheduling of School-level action plans.** Units will engage via the SSDF Equality Committee.	Deans/ COO	Heads of School/Unit	01/01/2018	31/12/2020	In Progress-on track
DES 28, GEAP 2.10	1.2.i	**Address stereotyping of "female" and "male" roles**	The University will promote visibility and role modeling at all public facing functions and activities, including podium parties and events.	UMT	Relevant HoS & Units	01/01/2017	Ongoing	In Progress-on track
	1.2.ii		All University publicity and promotion materials will include consideration of gender balance.	Director of Marketing & Comms	Marketing & Comms Office	01/01/2018	Ongoing	In Progress-on track
	1.2.iii		Human Resources will review job descriptions and criteria to ensure the language is open and inclusive of all genders.	Director of HR/ HEO	HR Business Partners	01/04/2019	Ongoing	In Progress-on track
	1.2.iv		Human Resources will review professional and administrative job titles to ensure the title reflects the complexity and responsibility of the role.	Director of HR	HR Project Team	01/01/2019	31/12/2019	In Progress-on track
DES 30, HEA 1.4	1.3	**All staff in leadership take responsibility for integrating gender equality in all processes and decision-making**	The University will develop KPIs for senior managers in order to measure performance on integrating equality in processes, for example implementing specific actions: A) **Ref Action 5.8** Use of Inclusive recruitment and promotion tools, B) **Ref Action 1.11** Implementing Workload allocation guidelines, C) **Ref Action 4.5** Uptake of leadership training, D) **Ref Action 4.1** Uptake of EDI training, including unconscious bias, E) **Ref Action 1.8** Ensure gender balance on committes at school/unit level	Director of HR / Registrar & DP / COO	Relevant Deans/ Directors	TBC	TBC	Not Started

			Description	Lead	Support	Start	End	Status
DES 36, HEA 1.11, AS 3.3	1.4	**Actively develop gender awareness among all staff**	The University will actively develop gender equality awareness among all staff via key campaigns and initiatives, taking into account good practice examples including: A) Establishing a HeforShe/MARC campaign the goal of which is to engage men as agents for change and achievement of gender equality, B) Managers taking responsibility for the active promotion of achievements by both women and men (awards, visibility,etc.), C) Engagement with Athena SWAN	VPED	Institutional SAT	01/01/2019	31/12/2020	In Progress-on track
DES 37, HEA 1.12	1.5.i	**Embed gender equality awareness into Teaching and Learning**	The University will embed gender equality awareness into Teaching and Learning in particular in undergraduate and postgraduate curricula.	Registrar & DP	T&L Committee	01/01/2019	31/12/2020	Not Started
	1.5.ii		The University will include unconscious bias training in teacher education and make it available for all students as appropriate.	Registrar & DP	CELT/HoS Education	01/01/2018	31/12/2019	In Progress-on track
DES 37, HEA 1.13	1.6	**Embed gender equality awareness into Research**	The University will embed gender equality awareness into all research content and provide training and support for research staff.	VPR	Research Office/ Graduate Studies Office/Head of RDC	01/01/2019	31/12/2019	Not Started
DES 35, HEA 1.1	1.7	**Flexible Working**	Human Resources will re-examine policies to consider structures of flexible working models (inclusive of core hours, remote working, and career breaks) and develop clear guidelines to underpin this structure.	Director of HR	Human Resources	01/06/2019	31/12/2020	In Progress-on track
HEA 1.6, AS 4.15, GEAP 1.3	1.8.i	**Ensure Gender Balance in Decision-making**	Key decision-making bodies, committees, and working groups in the University will consist of at least 40% men and 40% women. College/School/Unit executives will report composition and gender balance of committees annually to the OVPED, to be reported to UMT and GA.	Head of Equal Opps	Deans/Heads	01/06/2018	30/06/2020	In Progress-on track
	1.8.ii		Chairs of key decision-making bodies, committees, and working group in the University will consist of at least 40% men and 40% women, with development over a three year period to 50:50. College/School/Unit executives will report composition and gender balance of committees annually to the OVPED, to be reported to UMT and GA.	Head of Equal Opps	Deans/Heads	01/06/2018	30/06/2020	In Progress-on track

AS 4.13	1.9	**Increase uptake of leave by Academics & Men**	Human Resources will hold College/Unit "road shows" to increase the knowledge and awareness of family leave schemes, and encourage men in particular to avail of parental and paternity leave.	Employee Relations Manager	Human Resources	01/01/2019	31/12/2020	In Progress-on track
AS 4.16, 4.17, GEAP 2.4	1.10	**Ensure gender equality and fairness in workload allocation**	The University will institute a set of principles for Academic Workload Allocation, that schools can modify where necessary, to achieve greater transparency and fairness in workload. Data from workload models should be published by the Head of School on internal sites for the availability of all staff members in the School.	VPED	Deans/Heads	01/01/2018	31/12/2019	In Progress-on track
AS 4.18. 4.19	1.11.i	**Noted lower % of female awardees in years prior to 2017**	The University will establish a target of minimum 40% men and 40% women to be awarded Alumni awards and Honorary Degrees. The Chair of the committees should ensure the minimum % among the list of awardees annually.	VPED	Awards Committees	01/09/2018	Ongoing	In Progress-on track
	1.11.ii		The University will update the information and nomination procedure for President's Awards in Teaching Excellence to include a description on the impact of unconscious bias and a link to training. The nomination form should ask proposers to confirm they have completed unconscious bias training.	Director of CELT	CELT	01/07/2018	31/12/2020	Complete
AS 3.8	1.12	**Lack of data on leavers**	Human Resources will develop an online exit interview template for use with all leavers, and data on leaver's will be reported annually to UMT.	Director of HR	Human Resources	01/01/2019	31/12/2020	In Progress-on track
GEAP 2.9	1.13.i	**Parent Support Programmes**	The University will review and/or introduce parent support workshops as needed - Ramp-up post-maternity workshops and Line Managers training currently available.	VPED / Director of HR	OVPED/ Human Resources	01/01/2017	31/12/2020	In Progress-on track
	1.13.ii		The University will ensure there are appropriate facilities on campus for families and nursing mothers.	COO	Buildings & Estates Office	01/01/2017	31/12/2020	In Progress-on track
	1.13.iii		The University, in collaboration with the UWN and Staff Social Club, will formalise a parents support group/network to support events and social activities.	VPED/ Director of HR	TBC	01/11/2016	31/12/2019	In Progress-on track
GEAP 2.10	1.14.i	**Increase Female Leadership Role Models**	The University will development an Adjunct/Visiting Prof programme linked to this agenda which, where appropriate, will link into established NUI Galway Public Lecture Series.	VPED	OVPED	01/01/2019	31/12/2020	Not Started

	1.14.ii		The Office of the VP for Equality and Diversity, in conjunction with the Institutional SAT, will hold an annual Athena SWAN Women in Leadership Seminar Series	VPED	OVPED	01/10/2017	Annually	In Progress-on track
AS 4.20	1.15	**Monitor and Measure staff engagement**	The University will repeat a Staff EDI Culture Survey on a two-year basis (from 2018) to measure the impact of actions and assess trends and perceptions of staff over time.	HEO	Institutional SAT Working Group	01/01/2018	31/12/2020	In Progress-on track

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 30, HEA 1.5, GEAP 1.2	2.1	**Clear Leadership on Gender Equality**	The University will appoint a VP/Director of EDI, appropriately resourced to be effective in the role.	President	President	01/01/2016	30/06/2016	Complete
DES 33, HEA 1.8, 1.9, GEAP 1.1	2.2.i	**Clear EDI Governance structure**	The University will establish an EDI committee of Governing Authority.	VPED	Secretary's Office	01/01/2017	30/06/2017	Complete
	2.2.ii		The University will establish a gender equality forum to be led by the VP/Director of EDI.	VPED	VPED	01/06/2016	31/12/2016	Complete
	2.2.iii		The University will establish Vice-Deans for EDI in each College to champion the specific work and structure in each College and report back to the EDICC.	VPED	Deans	01/01/2018	31/12/2019	Complete
	2.2.iv		Colleges/Schools and SSDF will establish EDI committees and Chairs of the committees will feed into the University level EDI committee via the College Vice-Deans/COO. EDI should be a standing item on management team meetings of Schools, College Executives and SSDF.	Vice-Deans EDI/ COO	Heads of Schools and Units	01/01/2018	31/12/2019	In Progress-on track
DES 21, 32	2.3.i	**HEA Oversight**	The University will submit their institutional gender action plan to the HEA along with annual progress updates.	VPED/ Academic Secretary	VPED/ Academic Secretary	01/01/2018	Annually	In Progress-on track
	2.3.ii		The University will submit a gender breakdown of Governing Authority, Academic Council, and the University Management Team to the HEA in their annual Dec returns.	Academic Secretary	HR IS	01/01/2019	Annually	In Progress-on track
DES 37, HEA 1.12	2.4	**Ensure gender equality as a marker in Quality Review**	The University Quality Office will ensure Departmental & Institutional quality reviews include an analysis of gender equality criteria in the review process.	Director of Quality	Quality Office	01/01/2019	31/12/2019	In Progress-on track
DES 26, HEA 1.16	2.5	**Ensure Governance oversight**	Human Resources will provide an annual report on recruitment, selection and promotion procedures and practices to the EDIC of Governing Authority including statistical analysis of applications, recuitment and progression for all staff.	Director of HR	HR IS	01/06/2019	Annually	In Progress-delayed

DES 28, HEA 1.15	**2.6.i**	**Ensure collection of necessary equality data**	Human Resources will collect data on gender, contract type, and discipline/unit for the number of applications, recruitments, and promotions in relation to all academic grades and senior professional staff.	Director of HR	HR IS	01/01/2018	Ongoing	In Progress-on track
	2.6.ii		Human Resources will record gender disaggregated data on all data collected for personnel, and ensure via a comprehensive review that there are no gaps in data collection needs, **Ref Action 5.3** research recruitment.	Director of HR	HR IS	01/01/2019	30/06/2019	At Risk
	2.6.iii		Human Resources will ensure all gender data will be made available to decision-making bodies as necessary, particularly for interview and selection panels.	Director of HR	HR IS	01/01/2019	31/12/2019	In Progress-on track
GEAP 1.1	**2.7**	**External advise and guidance**	An External Advisory Group on Gender Equality will be established in order to enable external bench-marking and best practice. The External Advisory Group will meet for 3 years initially.	VPED	VPED	01/01/2018	31/12/2020	Complete
GEAP 2.11	**2.8**	**Equality-proof University policies & procedures**	The University will establish an Equality Impact Assessment (inclusive of gender impact) process for all policies and procedures. Key Units (e.g. Human Resources) will carry out Equality Impact Assessments on all policies as reviewed and developed.	VPED	Relevant Policy Owners/ Developers	01/01/2019	Pilot 31/12/19	In Progress-on track

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 24, HEA 1.22	3.1	**Achieve Athena SWAN award**	The University will retain the Athena SWAN Bronze award until Silver is obtained, within 8 years of Bronze.	VPED	Institutional SAT	01/04/2018	01/04/2021	In Progress-on track
AS 2.2	3.2.i	**Embed Athena SWAN principles in the structure of the University**	The Athena SWAN SAT will develop plans and timelines for all STEMM schools to apply for Athena SWAN Bronze.	VPED	Institutional SAT	01/04/2018	31/12/2020	In Progress-on track
	3.2.ii		The Athena SWAN SAT will develop plans and timelines for all ASSCS/BPPL schools to apply for Athena SWAN Bronze in relation to the expanded charter.	VPED	Institutional SAT	01/01/2020	31/12/2021	In Progress-on track
AS 2.2	3.3	**Provide Athena SWAN resources**	The Athena SWAN SAT will develop an NUI Galway specific Athena SWAN Resource document and website to support school submissions.	HEO	Institutional SAT	01/01/2018	31/12/2018	Complete
AS 2.3	3.4.i	**Embed Athena SWAN principles in the culture of the University**	The Athena SWAN SAT Communications group will increase engagement with Athena SWAN by outlining a communications stategy to include town halls, presentations to schools and institutional reports as required.	HEO	Institutional SAT	01/01/2018	31/12/2020	In Progress-on track
	3.4.ii		The Athena SWAN SAT Communications group will increase visibility of the Athena SWAN actions and activity through development of an Athena SWAN blog.	HEO	Institutional SAT	01/01/2019	31/12/2019	Not Started
	3.4.iii		The Athena SWAN SAT Communications group will develop 2 events annually - including the Women in Leadership Seminar Series **Ref Action 1.15.**	HEO	Institutional SAT	01/01/2017	Ongoing	In Progress-on track

AS 2.4	3.5	Report on progress of AS gender equality actions	The Athena SWAN SAT will provide bi-annual reports (Oct, April) on Athena SWAN Activity and the implementation of the Athena SWAN Action Plan 2018-2020 to UMT & GA via the EDICC and EDIC.	VPED	Institutional SAT	01/01/2018	31/12/2020	In Progress-on track

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 26,36, HEA 1.11, 1.16, GEAP 3.1, AS 4.2	4.1.i	**Ensure appropriate EDI training for all staff**	The University will deliver compulsory EDI training (including face-to-face unconscious bias training and gender equality awareness training) for all interview panelists, staff conducting performance reviews, and all staff as appropriate, complemented by a plan to continually review and update the training.	VPED / Director of HR	OVPED / Human Resources	01/01/2016	31/12/2020	In Progress-on track
	4.1.ii		The University will provide all Hiring Managers (Deans, Heads, Directors, Managers) in the University with specific training on Inclusive Recruitment & Selection, which should include training on the recruitment policy **Ref Action 5.9**, the Inclusive Recruitment Toolkit **Ref Action 5.8**, and unconscious bias **Ref Action 4.1**.	OVPED/ Director of HR	Human Resources/ HEO	01/06/2019	31/12/2020	Not Started
DES 26, HEA 1.16	4.2	**Ensure staff engagement with University policies & procedures**	The University will review staff induction to implement a comprehensive and integrated process which all staff engage with and includes examples of best practice as outlined by the HEA, such as: a welcome event/meeting for all new staff, assigning all new staff a "buddy" as part of induction process.	Director of HR	Human Resources	01/01/2019	31/12/2019	In Progress-on track
DES 26,36,38, HEA 1.11, 1.14, 1.16	4.3	**Staff Review & Development**	The University will review and reintroduce a performance review process for all staff which should include best practice as outlined by the HEA: A) Ensure discussion of career development and promotion takes place annually, B) Ensure discussion of workload allocation takes place annually, C) Incorporate evidence of advancing gender equality as a criteria for review.	Director of HR	Heads of School/Units	TBC	31/12/2020	Not Started
DES 26, HEA 1.16, AS 3.5, GEAP 2.6	4.4.i	**Funding for Academic Leave connected with Caring**	The University will provide funds to support Academic staff returning to work from extended leave connected with caring via a Research Grant for Returning Academic Carers (€10,000).	VPED	OVPED	01/01/2017	Ongoing	In Progress-on track

	4.4.ii		The University will provide funds to support Academic staff who took an extended period of leave connected with caring in the past via the Athena SWAN Research Capacity Building grant (€5,000). This grant will be piloted for 3 years initally (2016/17-2018/19).	VPED	OVPED	01/06/2017	30/06/2019	Complete
DES 26,36, HEA 1.11, 1.16, GEAP 3.2	4.5	**Ensure approriate training for Managers**	The University will provide a gender-aware Leadership Induction Programme for all staff moving into leadership positions, to cover topics including HR and OVPED policy, gender equality best practice, and people management skills.	Director of HR	Human Resources	01/01/2019	31/12/2020	In Progress-on track
AS 3.10, GEAP 3.7	4.6	**Support Researcher Development**	The University will establish and resource a Research Development Centre to support the career development of Research Staff and their integration into the University community.	VPR / Dean of Graduate Studies	Research Office/ Graduate Studies Office	01/01/2018	30/04/2019	In Progress-on track
DES 26, HEA 1.16, AS 4.7, 4.12, GEAP 3.5	4.7.i	**Provide formalised career development supports to staff**	In order to set early career objectives and provide a coherent structure to career development in the University, the University will offer all staff a career development programme for CV analysis, application preparation, and training as appropriate (Career Pathways Programme for Professional and Suppport Staff & equivalent for Academic Staff).	Director of HR	Human Resources	01/01/2019	31/12/2020	In Progress-on track
	4.7.ii		The University will provide Early/Mid Career Academic staff with Career Development workshops each semester linked to specific promotion routes available, these workshops should be inclusive of all promotion support materials as outlined in promotion actions, **Ref Action 6.8.**	Registrar & DP/ Director of HR	Registrars Office/ Human Resources	01/01/2019	31/12/2020	Not Started
DES 26, GEAP 2.10	4.8	**Provide Mentoring support for staff**	The University will review and update current mentoring programmes via a University Coaching & Mentorship framework scheme to extend and promote mentoring for all staff and provide training for mentors and mentees.	Director of HR	Human Resources	01/01/2018	31/12/2020	In Progress-on track

AS 4.12	**4.9**	**Increase % of female Professoriate and Senior Lecturers**	The University will introduce an Academic mentoring scheme for mid-career Academics modeled on the "Promotions Project" at the Univ of Tromso aimed at increasing the percentage of women applying for promotion to senior academic grades in the coming years, including: A) Career planning workshops, B) Mentoring, C) CV/application prep.	VPED	OVPED	01/04/2019	31/12/2020	In Progress-on track
AS 4.8	**4.10**	**Review impact of PhD Scheme**	The University will evaluate the PhD Scheme for Lecturers to ascertain its impact and review the scheme for the future.	Registar & DP	Institutional SAT	01/09/2019	31/12/2019	In Progress-delayed
AS 4.14, GEAP 2.10	**4.11**	**Increase % of female Heads/Deans**	The University will implement an Executive Leadership programme for women in senior academic grades/Heads of School to increase the number of women in academic leadership roles. This will be inclusive of a high profile mentorship programme involving members of the European Women Rectors Association.	VPED/ Registrar & DP / Director of HR	VPED/ Registrar & DP/ Director of HR	01/01/2019	31/12/2020	In Progress-on track

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 26, HEA 1.16	5.1	**Promote equality in recruitment**	Human Resources will advertise its commitment to equality & flexible working within the recruitment process through the candidate information pack and recruitment documentation.	Director of HR	Human Resources	01/01/2019	31/12/2019	In Progress-on track
DES 26, HEA 1.16	5.2.i	**Ensure gender equality in recruitment decision-making**	Human Resources will ensure mandatory gender balance on all interview panels or selection committees, 40% minimum of both genders, via HR oversight and tracking.	Director of HR	Human Resources	01/01/2017	Ongoing	In Progress-on track
	5.2.ii		Human Resources will ensure shortlisters and panelists follow fair and transparent criteria, via HR oversight in interview processes, and outlined through specific recruitment documents which will undergo routine review as needed.	Director of HR	Human Resources	01/01/2019	Ongoing	In Progress-on track
DES 26, HEA 1.16, AS 4.1	5.3	**Recording of Recruitment data**	Human Resources will ensure all recruitment data is captured centrally via an electronic system with reporting capabilties - particularly working to implement this for all research recruitment.	HR IS	HR IS & HR Business partners	01/01/2018	30/06/2019	In Progress-delayed
AS 4.5	5.4	**Gender Balance in applicant pools**	The University will establish a requirement for gender representation in the **initial pool** of applicants, a minimum of 30% female representation for academic posts in STEMM. Where not possible the selection committee must provide a detailed explanation of why and what actions they took to encourage women to apply - permission from the President or their nominee will then be received to proceed with the recruitment process.	Director of HR	Human Resources	01/01/2019	31/12/2020	Not Started

DES 26,28, HEA 1.16,1,19, AS 4.4	**5.5**	**Gender Balance in shortlists**	The University will strive to achieve gender balance in the **final pool** of candidates for All Academic competitions and Professional Services positions >€76,000, via: A) Asking search committees to show evidence of working to recruit a diverse applicant pool, B) Actively identifying and approaching potential candidates for recruitment to address gender imbalances in specific areas, C) Appointing relevant Search Champions for each open Academic vacancy in STEMM or Leadership roles where women are under-represented to identify ways to reach and encourage more female applicants.	Director of HR	Human Resources	01/01/2019	31/12/2020	In Progress-on track
DES 28	**5.6**	**Address low % of Female Professoriate**	The University will consider gender-specific posts where they would be a proportionate and effective means to achieve rapid and sustainable change, such as the DES/HEA Senior Academic Leadership Initiative (SALI).	Director of HR/ Academic Secretary	Human Resources	01/06/2019	31/12/2020	In Progress-on track
DES 30, HEA 1.2,1.3,1.4	**5.7**	**Leadership Appointment Criteria**	The University will ensure in appointment processes for all senior leadership roles, an essential requirement of appointment will be demonstrable experience of leadership in advancing gender equality - to be included as a specific criterion in role descriptions.	Director of HR	Human Resources	01/01/2019	31/12/2019	In Progress-on track
AS 4.2, GEAP 5.0	**5.8**	**Inclusive Recruitment Tools for staff**	Human Resources will review existing recruitment literature and develop specific guidelines for an Inclusive Recruitment Toolkit, to include: A) Consideration of current staff profile by grade and gender in planning, B) Writing inclusive job descriptions, C) Establishing a gender balanced selection committee, D) Training requirements, E) Fact sheets on unconscious bias in recruitment & selection.	Director of HR/ HEO	Human Resources	01/09/2018	31/08/2019	In Progress-on track
AS 4.2	**5.9**	**Ensure recruitment policy is appropriate and gender-proofed**	The University Recruitment policy will be updated in line with the Gender Equality Action Plan and Inclusive Recruitment Toolkit.	Director of HR	Human Resources	01/09/2019	31/12/2019	In Progress-on track

AS 4.3	**5.10**	**Ensure governance oversight of recruitment**	The University will amend post approval request forms to include fields for the existing profile of staff by grade and gender within the School/Unit to allow for oversight of gender equality issues in specific areas.	Registrar & DP	Registrars Office	01/02/2018	30/06/2019	In Progress-delayed
GEAP 3.3	**5.11**	**Ensure equality and fairness in grading**	The University will develop a competency framework for the grading structure of professional and admin staff, including monitoring the impact on appointment and progression.	Director of HR	Human Resources	01/01/2017	31/12/2019	In Progress-delayed

AS 3.1,3.2	**5.12**	**Increase % of female students in under-represented subjects**	The University will develop a Student Recruitment Programme of Activity to be piloted within Schools to increase intake of female students in under-represented disciplines - specifically within the CoEI and CoS - to include: A) School visits, B) Information evenings, C) New recruitment materials, D) Events for second-level teachers and guidance counselors, etc. The Student Recruitment team will establish baseline numbers to monitor and report on progress of the recruitment programme.	Dean of Students/ Registrar & DP	Student Recruitment Office/Deans	01/01/2018	31/12/2020	In Progress-on track

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
DES 21,28, HEA 1.17,1.18, AS 3.4,3.6	6.1.i	**Set 1, 3 & 5 yr targets for gender proportion of Senior-level Academic and Professional staff above the flexible cascade model**	The University targets for gender proportion of Senior-level Academic staff by **2020 - 25% female Profs (AS), 45% female SLs (AS)**	Registrar & DP	Executive Deans	01/01/2018	31/12/2020	In Progress-on track
	6.1.ii		The University targets for gender proportion of Senior-level Academic staff by **2022 - 26% female Profs, 47% female SLs**	Registrar & DP	Executive Deans	01/01/2018	31/12/2022	In Progress-on track
	6.1.iii		The University targets for gender proportion of Senior-level Academic staff by **2024 - 28% female Profs (40% HEA), 50% female SLs**	Registrar & DP	Executive Deans	01/01/2018	31/12/2024	In Progress-on track
	6.1.iv		*Please note that as of July 2019 there are 60% women at the most senior professional services grade of Secretary.* The University targets for gender proportion of senior grades of Professional, management, and support staff **by 2020**: Professional Services Adminstration - **TBC%** women at **Associate Secretary**; Professional Services Technical - **10%** women at **CTO**; Professional Services Library- **42%** women at **Senior Librarian**; Professional Services Estates - **commence Apprentice Programme** for women.	Director of HR	Director of HR, Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2020	In Progress-on track

	6.1.v		The University targets for gender proportion of senior grades of Professional, management, and support staff **by 2022:** Professional Services Adminstration - **45%** women at **Secretary,** and **TBC%** women at **Associate Secretary**; Professional Services Technical - **20%** women at **CTO**; Professional Services Library- **45%** women at **Senior Librarian**; Professional Services Estates - **active Apprentice Programme** for women	Director of HR	Director of HR, Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2022	In Progress-on track
	6.1.vi		The University targets for gender proportion of senior grades of Professional, management, and support staff by **2024**: Professional Services Adminstration - **50%** women at **Secretary,** and **TBC%** women at **Associate Secretary;** Professional Services Technical - **25%** women at **CTO**; Professional Services Library- **50%** women at **Senior Librarian**; Professional Services Estates - **active Apprentice Programme** for women	Director of HR	Director of HR, Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2024	In Progress-on track
DES 28, HEA 1.17	6.2	**Review & monitoring of Promotion schemes**	The University will implement the Flexible Cascade model as a minimum for promotion and recruitment of academic and senior professional staff.	Registrar & DP / Director of HR	Registrar's office/ Human Resources	01/01/2018	31/12/2020	In Progress-on track
DES 26, HEA 1.16	6.3	**Increase relevant feedback for promotion**	The University will provide a range of feedback for staff in relation to unsuccessful promotion applications, including: A) Management feedback, B) 360 degree feedback, C) Interview panel feedback.	Registrar & DP/ Director of HR	Human Resources	01/01/2019	31/12/2019	In Progress-on track
AS 3.7, GEAP 2.3	6.4	**Realign NUIG Academic grades with sector**	The University will reintroduce an Associate Professor grade in addition to existing professorial posts.	VPED	UMT	01/01/2018	30/09/2020	In Progress-on track
AS 3.9	6.5	**Ensure CID staff are treated equally**	The University will review Academic CID contracts and amend contracts of employment as necessary to ensure equivalent career supports and development opportunities.	Director of HR / Registrar &DP	Human Resources	01/01/2019	31/12/2019	Not Started
AS 3.11	6.6	**Ensure PTA staff are categorised appropriately**	The University will review PTA contracts, identify any staff categorised incorrectly and begin discussions with the DES regarding reclassification if appropriate.	Director of HR	Human Resources	01/01/2019	31/12/2019	Not Started

AS 4.9, 4.10	**6.7.i**	**Increase % of Female Professoriate through revision of the PP scheme**	The University will complete the process of introducing a new pathway in the Personal Professorship scheme based on Teaching and Learning leadership, including provision of communication and training on the new pathway.	Registrar & DP	Registrars Office	01/01/2018	31/12/2019	In Progress-delayed
	6.7.ii		The University will review the description of promotion criteria in the Personal Professor scheme, including: A) Consultation with Personal Prof promotions board, B) Consultations with SL and PP cohorts, C) Drafting of explicit criteria that clearly explain the level of achievement expected in line with the SL promotion scheme and any newly emerging Assoc Prof scheme, D) Communication of changes and training on the new criteria.	Registrar & DP	Registrars Office	01/01/2018	31/12/2020	In Progress-on track
	6.7.iii		The Personal Prof promotions board of the University will review the requirement to have reached the top of the SL scale in order to apply for promotion to PP. A recommendation will be submitted highlighting SL profile and data from 2009-2018 on PP application rates and success rates by gender and pathway.	Registrar & DP	Registrars Office	01/01/2019	31/12/2019	In Progress-on track
GEAP 2.2	**6.8**	**Ensure staff are aware of the promotion routes and criteria**	The University should develop comprehensive guidelines and support materials for all promotion schemes, including: review of current material fitness for purpose, drafting, updating and improving relevant documentation and materials for all pathways.	Registrar & DP / Director of HR	Registrars Office/ Human Resources	01/06/2019	31/12/2020	In Progress-on track
GEAP 3.4	**6.9**	**Career progression for Prof/Support staff**	The University will work to introduce a promotion scheme for professional and admin staff, based on consulation sectorally with DPR and DES.	Director of HR	Human Resources	01/12/2016	31/12/2020	In Progress-delayed