



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	3	54	12	14
Total Actions Per Category:	Institutional Culture	24	1	18	4	1
	Governance	14	0	8	0	6
	Athena SWAN	8	0	7	0	1
	Training & Development	14	2	8	2	2
	Recruitment	13	0	7	3	1
	Promotion	16	0	6	3	3

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
Positive 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	COMMENTS
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	31/12/2021	In Progress-on track	OVPED working with Schools to engage with Athena SWAN.
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	Textio software is now used routinely, by OVPED and HR Business Partners, to gender proof language in job descriptions and adverts.
	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-delayed	Consultation complete for Grades 2 & 3. In progress for Grades 4 & 5 document issued outline job specs to union awaiting feedback on Grade 4 & 5. Sub group of SSDF considering suggested new titles. Expected to report by end of March. This is now being taken to the next meeting.
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 committees at school/unit level	Director of HR / Registrar & DP / COO	Relevant Deans/ Directors	TBC	TBC	Not Started	The issue of PMDS has now been put back on the agenda for meetings with Unions, with a view to having a process in place in 2020. This will be linked with operational plans. Agreement with the unions to work on a revision to implement a revised PMDS. Discussion delay now due to COVID-19.
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	This action is ongoing and progressed via a variety of initiatives - The UWN have committed to run an event/initiative to engage men as agents for change in 2020. The OVPED in collaboration with KPMG and 30% club are exploring the possibility of a MARC campaign in Semester one 2020-21. There is active engagement with Athena SWAN in all Colleges with >10 Schools actively engaged in various stages of the self-assessment processes and development of submissions.

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	In Progress-delayed	This action is being progressed by the T+L committee working with the vice Dean EDI and team in CPBL on inclusive curriculum. There is also some work commencing with Dr Padriag MacNeela's Team on embedding consent education in undergraduate curricula being supported by the T&L Committee. Embedding the principles of equality, diversity and inclusion, inclusive of the gender equality was formally approved by QEC in March 2020 to become part of the quality review of taught programmes: QA006
	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	In Progress-delayed	The Researcher Development Centre (RDC) provides professional development activities for researchers at NUI Galway. Gender equality training is available as both a stand alone item and incorporated into general professional development training. Research Office staff have undergone training on Gender Proofing Research and, together with the EC guidance and toolkit on the subject, support and advise academics and researchers on the gender dimension in funding applications - both from the perspective of human resources (balance in research teams) and content (analysing and taking into account gender in the research and innovation content of projects). Note – The principal toolkit we use in advising the community on gender inclusion in H2020 is: https://www.yellowwindow.com/genderinresearch/index_downloads.html . we have developed our own resources and presentation. This has not been delivered on a stand-alone basis yet, but a condensed version was shared during a workshop delivered in connection with an SFI funding call during July 2019. We have also been addressing it during all 1-to-1 interactions with researchers on proposal review/feedbacks etc.

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	Review of all leave policies underway, for both legislative and working arrangements. HR is currently developing a remote working policy, including looking at what industry best practice has in this area to start with. Sub group developed and additional people now interested in getting involved. Guidelines linked with COVID-19 working from home restrictions have been developed and uploaded to the HR website.
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	HEO running audits annually for reports. Results being reported annually to UMT, Academic Council, EDICC, EDIC and HEA.
	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	HEO running audits annually for reports. Results being reported annually to UMT, Academic Council, EDICC, EDIC and HEA.
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	Roadshops are being run by HR ER unit, and a number of sessions have already been done with positive feedback. Plans are now in development to provide an online version of the roadshow, that can also be rolled out remotely at this current time.
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-delayed	Guidelines complete. Auditing of Schools took place in March 2020, with the help of the Vice Deans EDI, regarding uptake of workload planning models and alignment with the Principles and Guidelines doc. The pattern across the institution is very patchy. This is now on the agenda of college executives.
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	Gender balance of Alumni & Honorary degree awardees since 2017.
	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	CELT have developed a on-line introduction to UCB for students to complete as part of the nomination process for President's Awards in Teaching Excellence.
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	Interview template complete. HR monitoring roll out and collection of data for reporting. Revised process now in place which will clarify actions if employee is still here or already left. Next step is to have a reporting mechanism to report findings.

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	6 Ramp-up workshops (including one run virtually in June 2020 due to the COVID-19 situation), 4 Managing Inclusively workshops completed and evaluated positively. Breastfeeding support sessions are run on a monthly basis via the UWN and supported by OVPED.
	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	Buildings currently working on finalising all planned nursing and changing facilities. Signage needs to be updated as a matter of urgency.
	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	Family Festive gatherings and summer events planned since 2016. Formalised structure of support and funding to be confirmed with involvement of the Presidents Office and HR. UWN Breastfeeding support group in place. Wellness Officer appointed to HR to progress the staff wellness agenda since Q4 2019.
GEAP 2.10	1.14.i	Increase Female Leadership Role Models	The University will develop 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	In Progress-on track	First two visiting professors identified and will be in place this academic year.
	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	The First seminar was held in Oct 2017 - Prof Kristin Ingolfsdottir. The Second Seminar was held in Nov 2018 - Prof Anne De Paepe. The third seminar was hosted on October 18th 2019 - Ms Mairéad Nayager, Diageo. Voices of Women in NUI Galway video developed for IWD 2020.
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	2018 survey complete. Dissemination road shows took place to communicate findings during AY 2019-20. A pulse survey of staff was conducted in June 2020 to begin to monitor the impact of COVID-19 across staff categories. A repeat EDI survey will be deployed in Semester 1 AY2020-2021.



SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS	COMMENTS
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	VPED appointed June 2016
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	EDIC established June 2017
	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	EDICC established Nov 2016
	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	All Colleges now have Vice-Deans EDI in place.
	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	EDI committees/SATs are established in: SSDF, CoSE, Engineering and Computer Science, Physics, Chemistry, Natural Science, Maths, Medicine, Nursing & Midwifery, Health Sciences, Psychology, Political Sci & Sociology, Humanities, Business & Economics and Law.
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	Inclusion in Institutional review is complete. Departmental reviews from A2020-2021 will include EDI elements as part of self assessment and review process. Template element confirmed at the March 2020 meeting of QIC.
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, recruitment and progression for all staff.	Director of HR	HR IS	01/06/2019	Annually	In Progress-on track	HR are working to produce quarterly reports. The first one was discussed at EDIC in February 2020. The May 21st EDIC meeting received a further report.
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	Template report in place for refinement

	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	Complete	Gender disaggregated data is collected on CoreHR for all posts other than Research posts since 1/4/16. From June 2019, data has been collected manually for Research posts - posing difficulties as accuracy is very dependent on the co-operation of individual PIs. Collection of this data via CoreHR was planned for Q2 2020 but affected by COVID 19. The plan now is to implement on the back of the CORE Upgrade by the end of June 2020. Core upgrade has been completed on time. Gender can now be recorded on core portal by all staff.
	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	Reports are now available and if our 30 % target is not reached on gender then we will extend closing date, readvertise.
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	The EAG held their 4th visit to NUI Galway on May 1st 2020, virtually via Microsoft TEAMS. Prof Yvonne Galligan formerly of QUB completed her term last year and has been replaced on the EAG by Prof Lesley Yellowlees, University of Edinburgh.
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	Equality Impact Assessment guidance document and form approved by Údarás na hOllscoile in June 2019. This process is now being piloted during AY 2019-20. To date 13 policies have been equality impact assessed.



SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS	COMMENTS
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	Current Bronze status is valid until April 2021. This means that NUI Galway needs to make an accreditation submission by April 30th 2021.
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	CoS: Physics submitted Silver application in June 2020. Scheduled for AY2020-2021: Chemistry (Nov 2020), Natural Sciences (Nov 2020), Maths (Nov 2020) CoMNHS: Medicine (current Bronze/2021 renewal), Nursing&Midwifery (2021), Health Sciences (2021) CoSE: Engineering & Informatics (2021).
	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	CASSCS: Scheduled for AY2020-2021: Psychology (Nov 2020), Soc&Pol (TBC), Education (TBC), Geography&Archaeology (TBC), Humanities (TBC), Languages,Lit,Culture (TBC) CBPPL: Business&Econ (submitted Silver application in June 2020). Scheduled: Law (2021), Shannon (TBC).
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	Athena SWAN Resource sharepoint live, and NUI Galway Athena SWAN Resource Guide available. This will continue to be updated in line with Charter developments. School Practitioner Network established with regular meetings scheduled to support School SATs.
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 strategy 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	

			The Athena SWAN SAT Communications group will increase visibility of the Athena SWAN actions and activity through development of an Athena SWAN blog.									
	3.4.ii			HEO	Institutional SAT	01/01/2019	2/2019/ongoing	In Progress-on track		The effectiveness of this action has been rethought by the SAT team. The action will not happen as articulated, but a senior colleague from Marketing has joined the institutional SAT and will lead the Communications WG. She will regularly tweet and use the internal comms structure to increase visibility of Athena SWAN and communicate on activity and events. This is already taking effect with the production of excellent video material showcasing some senior women in leadership roles across NUI Galway. The video was released across the University's digital platforms on March 8th 2020, International Women's Day. Next communication event will launch a campaign for employees to populate the diversity reference fields in CORE ESS – Sep 2020.		
	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		An Athena SWAN Town Hall event was in the planning for April 2020 to raise awareness of the institution plans to renew accreditation in April 2020 and re engage colleagues in consultation process as part of self-assessment - delayed to the COVID-19 crisis. A virtual event will be scheduled for semester 1 2020/21.		
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		Regular updates on implementing the AS action plan is provided at each EDICC (4 per year) and EDIC meeting (3 per year).		



SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS	COMMENTS
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	Unconscious bias training programmes available (both face-to-face and online), development of internal training offerings is also in train. EDI training is mainstreamed and included in staff induction and staff leadership programmes. UCB training is now integrated into all staff induction programmes since September 2019. Focused UCB training has been delivered to PIs and Hardiman Scholarship assessment panel. Equality Training was provided for Academic Promotion panel in Jan 2020. During the Covid-19 crisis both EDI and UCB training continue to be available online.
	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	Specific training will be provided when the Recruitment policy and Inclusive recruitment toolkit are finalised Ref Actions 5.8-5.10. Recruitment Policy now being reviewed to take account of remote interviewing procedures, the need for identification documents at interview stage.
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	New staff induction introduced in September 2019 is being reviewed and updated during 2020, to include a local induction process, to ensure that all local actions, mentoring, buddying is put in place. A new move to on line induction is now being review to ensure that this can be done for situation where access to training is limited by public health advise on social distancing due to COVID-19.
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	This is now back on the agenda for discussion with unions. In light of a new academic promotions scheme and a future strategic workforce planning for professional services. PMDS will be a process to feed into both.
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	19 colleagues have been supported with this grant to date.

	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 was piloted for 3 years initially (2016/17-2018/19) focusing on STEM disciplines and on LAB. In June 2020 the grant call opened to both LBB and LAB and distributed according to the % of women at lecturer level in the various colleges.	VPED	OVPED	01/06/2017	30/06/2019	Complete	Three year pilot is now complete with very positive evaluation - see: http://www.nuigalway.ie/media/equality/files/OVPED-Grant-monitoring-report-July-2019.pdf From AY 2019-20 it was proposed that this scheme will run for a further 3 years should there be continued evidence of an applicant pool, and then be evaluated in terms of impact. Awards are in the process of distribution for the current year (call closed June 2020). Four awards were made to the CMNHS (out of a possible 5), 1 award to CBPPL and CASSCS (despite the availability of up to 4 grants in CASSCS) and there were no applicants from CoSE although 2 grants were available. Given the low uptake the need for the grant at this level will be reviewed this year as part of the preparation for the institutional Athena SWAN submission in April 2021.
DES 26,36, HEA 1.11, 1.16, GEAP 3.2	4.5	Ensure appropriate 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-delayed	6 day programme planned for roll out in 2020, and procurement commencing on an Executive Leadership Development Programme to support same. Procurement has been done again to ensure that programme can be delivered on line, remote as well as in person. This stage will be completed by June 2020. A manager training programme to be delivered on line is also now being developed to support manager with new content to include managing teams remotely.
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	Complete	RDC established, Head of RDC and second member of staff have both now been appointed and are in post.
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 Support Staff & equivalent for Academic Staff).	Director of HR	Human Resources	01/01/2019	31/12/2020	In Progress-on track	Career Pathways Programme in train with the first round of staff. DHR met with all participants for feedback to adjust the programme for the future. A revision of the programme to ensure that staff expectations are met and managed in the programme.

	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	In Progress-on track	Staff unions and the University, with the assistance of the WRC, reached agreement regarding revised academic promotions process at SL and PP levels. The Registrar and DP ran information workshops in relation to the promotions process in December 2019 /January2020. The first round of the new promotions process is currently in train Additionally the OVPED has received funding to run 6 academic career development workshops, across a 3 year period, to assist in academic career planning and development. The first workshop ran on May 30th 2019 and the second on December 6th 2019. A third workshop scheduled for April 20th 2020 was postponed due to Covid-19 and is now scheduled to run in Sem1 2020/21.
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	The Deputy Director of HR is working with the Colleges to develop this within the Academic Staff. CASSCS initiated a mentoring framework to support the development of faculty which commenced in January 2019; available to all staff – both permanent and non-permanent research and teaching staff in the college. The Framework consists of three components that are being developed and supported by the HR Office 1. Resources for Mentees online/workshops 2. Resources for Mentors online/workshops 3. Evaluation of Mentoring relationships and the overall mentoring programme. Mentors’ Panel and Training Workshops A mentors’ panel consisting of twenty-one senior staff from across the college was confirmed in semester two 2018-2019. Training for both mentors and mentees was organised on June 12th and July 5th respectively.
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	Funding secured from the Strategic Fund for 3 years, project is currently being implemented with the first workshop held on May 30th 2019 and the second on December 6 th 2019. The third workshop scheduled for April 20th 2020 was postponed due to Covid-19 and has been rescheduled to Sem 1 AY2020/21.

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.	Registrar & DP	Institutional SAT	01/09/2019	31/12/2019	In Progress-delayed	<p>The initial review of the PhD scheme included a review of progress reports to the Sabbatical Leave Sub Committee. The reports shows that 18 staff members enrolled in the programme (15 from SNM, 2 from SBE, 1 from SHS) since 2013. Available records show that in the SNM, 6 staff members successfully submitted PhDs, 4 withdrew from the scheme and 6 continue to engage with the scheme as of latest report submitted in AY 2018/19. No reports are on record from the SBE or SHS. Next steps:</p> <ol style="list-style-type: none"> 1. Engage the EDI officer for CMNHS to survey registered applicants for the Scheme to ascertain how effective the scheme was to support their doctoral studies (those who submitted or are on track to submit). Identify gaps in the scheme 2. If possible, identify academic staff in each school who do not have a PhD to establish if they were aware of the scheme, why they did/did not enrol in the programme 3. Identify any gender differences if any.
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	<p>Currenty the Aurora Programme and Advance HE Executive Leadership programmes are being used for this purpose until a tailored NUI Galway programme is ready to run. To date NUI Galway has supported 93 women, across professional services, academic and research categories on the Aurora Women's Leadership development programme. The programme will be offered again in AY2020-2021.</p>



GENDER EQUALITY ACTION PLAN 2019-2020
Recruitment

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS	COMMENTS
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	Complete	OVPED provided an EEO statement for revised recruitment template.
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 capabilities - particularly working to implement this for all research recruitment.	HR IS	HR IS & HR Business partners	01/01/2018	30/06/2019	At Risk	Gender disaggregated data is collected for all posts other than Research posts since 1/4/16. From Q1 2020 data is being collected manually for research posts. - this is causing difficulties with regards to accuracy, as it is entirely dependent on the co-operation of individual PIs. Collection of this data via CoreHR was planned for Q2 2020 but affected by COVID 19. The plan now is to implement on the back of the CORE Upgrade by the end of June 2020. Upgrade is now complete. This will be implemented in Q4 2020
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	In Progress-on track	This 30% min of the under-represented gender is now being implemented for all posts. If the gender representation in applicant pool is less than 30% then it will need to be reviewed by DHR and a decision on next steps to be applied to competition.
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	This is now being implemented for all posts. If the gender representation is not 30 % or greater then it will need to be reviewed by DHR and a decision on next steps to be applied to competition. This action is dependent on 5.4 above.

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	Applications to the first round of SALI posts was submitted for the October 18th 2019 - HEA deadline. NUI Galway was awarded 2 SALI posts in this first round - for School of Engineering and School of Medicine. The call for applications to round two of the SALI initiative is expected to open in August 2020.
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	Evidence of use in some posts, need to confirm complete integration into specifications on ongoing basis.
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-delayed	The Inclusive Recruitment Toolkit has been finalised and needs to be included in the Recruitment Policy which is currently under revision (see action 5.9) to be fully operational. Access to Textio software package is now available to post owners to assist with drafting of both job spces and post adverts and ensure gender neutral langauge, via the OVPED and HR Business Partners. Training will need to be rolled out to all hiring managers.
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-delayed	Recruitment Policy draft was circulated to UMT for comment prior to Christmas break. Policy revised in light of Covid-19 to include guidance on online interviewing. Policy is on track for submission to Údarás for approval in June 2020. EIA has been conducted for draft Recruitment policy. Update required and requested form HR.
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	This action has been implemented partially in so far as QA270 Academic Resourcing at NUI Galway, and Guidelines for the Management of the Post Approvals Process by Colleges, specifies a requirement for the College Executive to refer to the College Academic/Support Staff Gender Profile for the current academic year (to be provided by HR) in the consideration of requests for all new posts (section 2.1.5). The Inclusive Recruitment Toolkit, now complted and awiating approval of th e new recruitment policy, will put greater emphasis on this and will recommend including a breakdown of academic staff by grade and gender in the actual Post Approval Request Form among other recommendations.

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	At Risk	Draft completed currently being reviewed again before circulation and discussion with Unions. Now policy will include some revisions to include elements needed for remote working in the future.
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	The CoEI rolled out a student recruitment programme of activities in AY 2017/18, subsequently rolled out to CoS. A) School Liaison Team visits 250 schools each year. AY2018-2019 CoEI and CoS delivered additional 30 talks each to secondary schools. B) Information Evenings are held in regional locations. AY 2018-2019 held in Athlone, Dundalk, Letterkenny, Galway, Tralee and Limerick and staff from CoEI and CoS attended all events. The conversion rate from attendance at an Information Evening to CAO application in 2019 was 70%. C) New recruitment materials: AY2018-2019, CoEI / CoS D) Events for teachers and counsellors: Oct 5th 2018 talk from VD, CoS, Dec 11th 2018, VD, CoEI on 'Career Tracks in Engineering'. E) Taster Days: The 2018 Engineering Taster Days, 4-5 Dec 2018 attracted 502 participants with good diversity of schools, genders and geography. F) Baseline: Over last two recruitment cycles, 1st pref CAO applications from female applicants has grown by 28% for CoEI (from 76 to 97) and by 6% for CoS (from 366 to 389). Female applications (1st preferences) now represent 16% of the total pool for CoEI and 54% for CoS.



SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS	COMMENTS
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	At Risk	NUI Galway has given a commitment to have 25% women in the professoriate by 2020. At present 20% of the professoriate are women. Údarás na hOllscoile have accepted that this is a very challenging target for the University to achieve and have agreed, while continuing to strive as energetically as possible to increase the % of women in the professoriate that working over time to the 28% target in 2024 may be more realistic. We are currently on track for 2020 SL target.
	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	At Risk	NOTE: in light of the challenge of getting to a 25% female professoriate by 2020 EDIC have agreed that it would be willing to work with UMT to reach the 28% target over the three years of the action plan rather than stick firmly to the 2020 target.
	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	At Risk	NOTE: in light of the challenge of getting to a 25% female professoriate by 2020 EDIC have agreed that it would be willing to work with UMT to reach the 28% target over the three years of the action plan rather than stick firmly to the 2020 target. Recruitment and promotions is being monitored carefully and consistently.
	6.1.iv		<i>Please note that since July 2019 there are 60% women at the most senior professional services grade of Secretary, and 56% women at Assistant Secretary grade. NUI Galway no longer recruits / appoints to Assoc Secretary grade.</i> The University targets for gender proportion of senior grades of Professional, management, and support staff by 2020: 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	At present females hold a higher % of posts in Professional Services up to and including Assistant Secretary level (10 Women, 7 men). There are 60% women at the most senior Professional Services grade of Secretary. Associate Secretary is the grade with a deficit of women in post.
	6.1.v		The University targets for gender proportion of senior grades of Professional, management, and support staff by 2022: Professional Services Administration - 45% women at 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	Discussion commenced in early March with some female technical staff, further meeting required. An action plan to be explored of what female staff see as the barrier they are experiencing to promotion.

	6.1.vi		The University targets for gender proportion of senior grades of Professional, management, and support staff by 2024 : Professional Services Administration - 50% women at Secretary , and 40% 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	A plan from initial discussion to see how the percentages can be increased year on year in line with vacancies arising
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	This is now well developed for promotion to Personal Professorship and will be further developed for the new SL/PP integrated promotions process - a call for the first round of applications to the new SL/PP promotions process was announced in December 2019 and evaluation of applications is currently in train.
AS 3.7, GEAP 2.3	6.4	Realign NUI Galway 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-delayed	Reintroduction of the Assoc Prof Grade is now planned for AY 2020-2021 and will become part of the integrated SL-PP process currently in assessment phase for the first round of applications. Following evaluation of this first year (2 application rounds) the new promotions process will be evaluated and the Assoc Prof slotted into the promotions process. Core criteria and template for the Assoc Prof grade is complete and has received UMT approval.
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	In Progress-delayed	We are currently reviewing CID contracts to ensure that all Academic Staff are aware of the promotion/progression available. To be completed by the end of the Academic year. Policies are being reviewed to ensure that all staff regardless of contract type are treated equally. Core criteria and template for the Assoc Prof grade is complete and in the process of UMT approval.
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	At Risk	Ongoing review of PTA contracts with a view to issuing contracts to all staff and have a process in place for the issuing of appropriate contracts. A number of CID contracts have been issued up to March 2020. Work has commenced on managing PTA contracts including PTA Process re-engineering, meeting with Deans, College AOs and HRBPs to review all PTA contracts in each College.

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	Complete	The new academic promotions scheme has now been agreed and the evaluation of applicants to the first round of the new process is currently in train with three pathways available to applicants - standard, leadership and learning and teaching scholarship.
	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	Consultation is ongoing and will gain renewed focus once evaluation of first round applications to the new scheme is completed.
	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	Complete	
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	Complete	Completed and supporting the roll-out of revised academic promotion schemes.
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 consultation sectorally with DPR and DES.	Director of HR	Human Resources	01/12/2016	31/12/2020	In Progress-delayed	Negotiations to develop a scheme sectorally are underway. We are hoping to secure approval to use the UCD Model which was approved by DES. Consultation with the union is ongoing. However, it is more a job sizing exercise rather than a promotion scheme.