

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

## DOCUMENTS AND THEIR LOCATIONS:

University of Galway Athena SWAN Bronze Application May 2021 (AS)

University of Galway Equality, Diversity and Inclusion Strategy 2020-25 (EDIS)

Consent Framework Implementation Plan (CF)

Gender Equality Action Plan 2 (GEAP2)

HEA National Review of Gender Equality in Irish Higher Education Institutions June 2016 (HEA)

University of Galway Athena SWAN Bronze Application November 2017 (AS)

Dept of Education and Skills Gender Action Plan 2018-2020 (DES)

[AVAILABLE HERE](#)

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## ACTION DETAIL SUMMARY

		STATUS				
		Not Started	In Progress - On track	In Progress - Delayed	At Risk	Complete
<b>Total Actions:</b>		75				
<b>Total Actions Per Category:</b>	Organisational Culture and Work-Life Balance	20				
	Gender Balance in Leadership and Decision-Making	7				
	Equal Opportunities in Recruitment and Career Progression	29				
	Integration of the Gender Dimension into Research and Teaching Content	2				
	Measures Against Gender-Based Violence Including Sexual Harassment	5				
	Embedding Gender Equality Including the Intersection of Other Characteristics Across University of Galway	12				

## GLOSSARY OF TERMS AND RESOURCES

<b>Gender Balance:</b>	Representation of either women/men in any body not falling below 40% as a parity threshold
<b>Gender Proofing:</b>	Checks carried out on any policy/proposal to ensure that any potential discriminatory effects have been avoided
<b>Quota:</b>	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
<b>Target:</b>	Positive measure instrument aimed at setting clear goals and deadlines for progression
<b>Positive measure/ Specific action:</b>	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](#)

# University of Galway Gender Equality Action Plan 2021-2025

## 1. Organisational Culture and Work-Life Balance

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
AS 4.1, EDIS G4 No 6	1.1	To enhance feeling of inclusion of international staff.  Measures of Success: Reduction of perceived racism in University of Galway of 10% from HEA baseline, in 2023 culture survey	Work with ISN to launch an anti-racism campaign on campus.	VPEDI	HEO		Q 4 2021	Complete
			Seek University of Galway data from HEA national HEI survey on racism.	VPEDI	OVPEDI		Q2 2022	Complete
			Implement features of the startswithaname initiative in CSE on pilot basis to ensure that people are addressed by name in the correct order with the correct pronunciation; explore the option of VOIP phone messages integrated into an email signature, develop a protocol for a standardised email signature to include integration of VOIP making it clear which is the persons first name and using pronouns to describe yourself.	VPEDI	Vice Dean EDI CSE		Q4 2023	Complete
			Work with VP International on the Global Galway Project which focuses on the internationalisation of culture within the University.	VPEDI	VPEDI		Q4 2023	In progress – On Track
		To ensure induction events at university and local levels welcome new staff and students and facilitate their integration into the university community successfully.	Stipulate attendance at induction as part of probation period and review.	HR Director	Learning & Development Manager		Q1 2022 onward	Complete- To be monitored

AS 4.3, EDIS G4 No 1 and No 2	1.2	Measures of Success: Increase the % of new staff attending induction training from 38% in AY 2019/20 by 20% annually over the course of the Action Plan to 78% in AY2024-2025.	Restructure format of central induction to make it more accessible. Offer blended approach of face-to-face and online options when possible to do so after Covid-19.	HR Director	Learning & Development Manager		Q1 2022 onward	Complete- To be monitored
			Monitor and report annual attendance at induction as a proportion of new employees, as part of annual HR report to UMT, EDICC and EDIC.	HR Director	HR Director		Q1 2022 onward	Complete- To be monitored
			Engage our vibrant staff networks to support induction processes and enhance the experience of new staff members.	EDI Strategy Implementation WG				Complete
AS 4.4	1.3	To enhance support for working parents including parents taking maternity/adoptive leave.	Mainstream Ramp-up and Managing Inclusively workshops within HR Training and offer at least annually from September 2021.	HR Director	HR Learning and Development Manager		Q3 2021 and at least annually thereafter	Complete
			Survey staff who have availed of maternity/adoptive leave in the past 5 years to ascertain their views on a formal KIT policy.	HR Director	HR Employee Relations Manager		Q2 2022 (to feed into implementation of action 4.12)	Complete
			Establish a Return-to-Work interview protocol to discuss workload allocation, flexible workload needs and other requests to aid parents transitioning back to work after maternity leave.	HR Director	HR Employee Relations Manager		Q2 2022 (to feed into implementation of action 4.12)	Complete
AS 4.5, AS2017 4.16, 4.17, GEAP1 2.4, GEAP2 1.10	1.4	To implement a uniform workload model across all Schools and ensure consistency and fairness.	Oversee the implementation of a uniform workload model based on the agreed underpinning principles.	DPR	DPR		Q4 2022	Complete- To be monitored
			Develop set of research expectations and standards as input to developing uniform workload models.	DPR	VPR		Q4 2022	Complete
			Explicitly state and formally recognise contribution to Athena SWAN/EDI input and outreach activity in WAMs under allocation for Contribution.	DPR	Deans/Hos		Q4 2022	Complete- To be monitored

			Integrate WAMs with new PMDS.	DPR	DPR, HR Director		Q4 2022	Complete- To be monitored
AS 4.6, DES 35, HEA 1.1, GEAP2 1.7	1.5	To enhance flexible working and work-life balance post Covid-19 crisis.	Develop a Remote Working Policy.	HR Director	HR Director		AY 2021/22	Complete
AS 4.7	1.6		Develop a Menopause policy, provide training to line managers and information to staff in the roll out of new policy.	VPEDI	VPEDI in consultation with HR Director		Q4 2023	Complete- To be monitored
AS 4.8	1.7	To address differences between HR policies and practice	Develop specific training for new HoS and line managers on HR/Equality policies as part of their induction to HoS/managerial roles and leadership training.	HR Director	ER Manager and HR Director		Q4 2021	Complete
			Include session on HR/Equality policies in management and leadership training programme	HR Director	ER Manager and HR Director		Q4 2021	Complete
AS 4.10	1.8	To mitigate the impact of Covid-19 on workload for carers.	Deans of College to cost and identify a number of 1 year teaching posts in each college to assist teaching staff in the coming year to support the proposed hybrid teaching for AY 2021/22.	Deans of College/VD EDI	Deans of College/VD EDI		Q3/4 2021	Complete
			Develop framework to offer academic staff one module off to be taken over the next 3 years to recoup time lost to significant increase in workload	Deans of College/VD EDI	Deans of College/VD EDI		From AY2021/22 to end of AY2023/24	Complete
		Measures of Success: Target % staff response that think there are differences between HR policy and practice in the workplace to <50% in 2023 survey, and < 30% in 2025.	Consult with Deans of College to agree a practical approach to alleviate the burden of increased workload – for example establish meeting free days, teaching free days, facilitate block teaching, i.e., teaching a lot one semester to free up another semester - would really help to get research back on track.	Deans of College/VD EDI	Deans of College/VD EDI		Q3 2021	Complete
			Submit proposal to the next call for Strategic Funds on provision of maternity pay (equivalent to postgraduate stipend) for university funded PGRs and others not in receipt of maternity pay from funders.	Dean Graduate Studies	Dean Graduate Studies		2022 Round of Strategic Funding	Complete

AS 4.11	1.9	To ensure that all PGR students are treated equally in relation to maternity leave irrespective of the source of their funding.	Dean Graduate Studies will continue to engage with IUA colleagues and lobby for sector wide policy on maternity pay for PGR students irrespective of the source of their funding.	Dean Graduate Studies	Dean Graduate Studies		AY2021/22	Complete
AS 4.12	1.10	To increase awareness and uptake of supports for maternity and adoption leave	Update Maternity Leave policy and Manager's Guide to Managing Maternity Leave to include information on/signpost available grants and support, links to grant information and application forms on OVPED website.	HR Director	ER Manager & HEO		Q3 2022	Complete
			Review tone and language in maternity leave policy and Manager's Guide to Managing Maternity Leave, change pronouns.				Semester 1 AY 2021/22 and each semester thereafter	Complete
			HR flag available supports during Roadshow presentations on leave.	HR Director	ER Team			Complete
			Include session on Maternity Leave Policies in management and leadership training programme (Ref. action 4.8) and 'Managing Inclusively' workshops.	HR Director	HR Director		Semester 1 AY 2021/22 and each semester thereafter	Complete
AS 4.13	1.11	To establish clarity and agreement on workload reduction commensurate with reduction in FTE for staff availing of flexible working such as part-time working, parental leave, job-share arrangements.	Specify the reduction in workload commensurate with reduction in FTE for staff in application forms for reduced working arrangements i.e., part-time working, parental leave, job-sharing.	HR Director	HoS/Unit		Q2 2022	In Progress
			Amend application forms to include a description of the above.					
			Both line manager and staff member sign to agree the workload reduction.	HR Director	ER Manager		Q2 2022	Complete- To be monitored

AS 4.14	1.12	To support and enable staff who work part-time to transition back to full-time roles.	Create an option for staff to request a phased return to work when returning from career break/part-time role. Managers must consider the request and if not possible to approve the request, they must set out reasons in writing.	HR Director	ER Manager		Q2 2022 (in line with timeline for action 4.13)	In Progress
EDIS G4 No 9	1.13		Empower staff and students to question and challenge undesirable language and behaviour without fear of repercussion and with confidence in university support for those who speak up (e.g. Active Bystander training)	EDI Strategy Implementation WG	HEO			In Progress
DES 21, HEA 1.21, GEAP2	1.14		Schools will develop and implement action plans via engagement with the Athena SWAN	Deputy Vice-ED/HR Director		01/01/2018		In Progress as part of

1.1	1.14	Implement discipline/Unit gender action plans	framework. Units will engage via the Professional Services Managers Forum. Cross ref. 6.6.	Deans/VDS ED/ HR Director	Heads of School/Unit	01/01/2018	31/12/2021  '	In Progress-on track
DES 28, GEAP2 2.1	1.15.i	Address stereotyping of "female" and "male" roles	Human Resources will review job descriptions and criteria to ensure the language is open and inclusive of all genders.	HR Director/ HEO	HR Business Partners	01/04/2019		Complete- To be monitored
	1.15.ii		Human Resources will review professional and administrative job titles to ensure the title reflects the complexity and responsibility of the role.	HR Director	HR Project Team	01/01/2019	31/12/2019	In Progress-On Track

DES 30, HEA 1.4, GEAP2 1.3	1.16	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) Use of Inclusive recruitment and promotion tools, B) Implementing Workload allocation guidelines, C) Uptake of leadership training, D) Uptake of EDI training, including unconscious bias, E) Ensure gender balance on committees at school/unit level	HR Director/ DPR/ COO	Relevant Deans/  Directors	TBC	TBC	In Progress- On Track
DES 37, HEA 1.13, GEAP2 1.6	1.17	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.	VPRI	Research Office/ Graduate Studies Office/Head of RDC  Graduate Studies Office/Head of RDC	01/01/2019	Mainstreamed	Complete- To be monitored
HEA 1.6, AS2017 4.15, GEAP2 1.8	1.18	Ensure Gender Balance in Decision-making	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.	HEO	Deans/Heads	01/06/2018	30/06/2020, mainstreamed	Complete- To be monitored
GEAP2 1.13	1.19	Parent Support Programmes	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	Complete
GEAP1 2.10, GEAP2 1.14	1.20	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 University of Galway Public Lecture Series.	VPEDI	OVPEDI	01/01/2019	31/12/2020	In Progress-on track





## University of Galway Gender Equality Action Plan 2021-2025

### 2. Gender Balance in Leadership and Decision-Making

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
AS 3.1, GEAP2 4.7 GEAP1 4.7, 3.5,  DES 26, HEA 1.16,  AS2017 4.7, 4.12	2.1(i)	To increase the number and % of senior academic women in University of Galway.	Support academic women's career progression by continuing the: i) Returner Grant for Research Active Academic Carers, (ii) Athena SWAN Mid-career Capacity Building Grant and (iii) Consolidation grant.	VPED	Chair(s) of ISAT	Dec-22	December 2022-2025	Complete
	2.1(ii)	Measures of Success: The % of women at SL level rises to 47% by December 2022, 50% by Dec 2024, and to reflect the % of women at the LAB grade from Dec 2025 and onwards.	Continue to provide Academic Career Development Workshops each semester (established under the University of Galway Promotions Project).	HR Director	HR Learning and Development Manager/ HEO/ AS Project Manager		From Q4 2021	Complete
AS 3.2	2.2	To develop leadership capacity for women and create opportunities for women to explore leadership careers.	Continue to support the Aurora programme and develop a variety of additional leadership development training offerings suitable for colleagues taking on initial, middle and senior leadership roles.	HR Director	HR Director	Sept. 2022	Sept. 2022- Dec. 2025	Complete
		Measures of Success: Increase the no. of women in Dean of College (Executive Dean) and HoS roles to 50%.	Develop a number of new leadership training offerings aimed at both mid and advanced career staff across the University.	HR Director	HR Director		Q3 2022	Complete
AS 3.3	2.3	To increase the % women in leadership roles in Research centres/clusters	Establish framework to define and categorise research centres/clusters/groups and provide appropriate leadership training to encourage more women into these research leadership roles at mid and advanced career levels, as above.	VPRI	VPRI		Q4 2022	In Progress-Delayed

AS2017 4.14, GEAP1 2.10, GEAP2 4.11	2.4	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.	VPEDI/ DPR/HR Director	VPEDI/ DPR/HR Director	01/01/2019	2020 and ongoing	In Progress-Delayed
DES 30, HEA 1.2,1.3,1.4, GEAP2 5.7	2.5	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.	HR Director	Human Resources	01/01/2019	31/12/2019	Complete

## University of Galway Gender Equality Action Plan 2021-2025

### 3. Equal Opportunities in Recruitment and Career Progression

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
AS 1.1	3.1	To continue to engage with a range of outreach activities targeted at schools and the local community to raise awareness and increase participation of women/men in STEM disciplines where men & women are particularly under-represented.	<p>Develop an overarching institutional student recruitment strategy with specific actions at college level to improve UG student gender representation in STEM where men &amp; women are particularly under-represented. Actions will include planned school visits to girls/mixed schools, events with career guidance students targeting transition year students to promote maths, engineering and computer science programmes, interactive workshops with primary schools. Update promotional material to raise profile of female/male role models, create short videos to highlight diverse and exciting career opportunities.</p> <p>Measures of Success: Increase the proportion of female undergraduate students in CSE, including MSAP, SCS &amp; SoE. Target 42% female UG in CSE by September 2025. Increased representation of male UG in Health Sciences to 20% and Nursing &amp; Midwifery to 12%</p>	Student Recruitment and Outreach Manager	Student Recruitment Officer; Vice Dean EDI CSE and CMNHS; Vice Deans Student Recruitment and Public Engagement CSE	Strategy agreed by Q2 2022	AY 2023/24 and implemented annually thereafter	In Progress- On Track
AS 1.13, EDIS G1 No 2	3.2	To substantially reduce the GPG by 50% over the life of this Action Plan.	Continue annual analysis to monitor progress against target, identify trends and key drivers of the GPG	VPEDI	VPEDI		<p>annually based on March 31<sup>st</sup> data. Report each year in Q4 2021-2025</p> <p>Report each year in Q4</p> <p>2021-2025</p>	In Progress-
			Implement action 2.3 of AS 2021 (3.7 in GEAP 3) to increase the % women in the Professoriate	VPEDI	DPR		Dec-22	Complete
			Implement action 2.9 of AS 2021 (3.13 in GEAP 3) to address the disproportionate no. of women employed on part-time teaching contracts	VPEDI	DPR, Director HR, Deans of College		Q2 2022	Complete

EDIS G3 No 1	3.3		Disseminate learning from the GPG (gender pay gap) project to HEIs nationally.	EDI Strategy Implementation WG				Complete
AS 2.1		To increase application rates from women for externally advertised academic posts.	Appoint new senior AO post in HR with specific responsibility to systematically implement AS and GEAP actions related to recruitment and selection.	HR Director	HR Director		Q3 2021	Complete
			HEO brief HR AO on existing actions/requirements and evaluate effectiveness.	HR Director	HEO		Q3 2021	Complete
			Improve adverts and job descriptions to provide more information on flexible working arrangements in schools. Include positive action statements for posts in schools where women/men are under-represented.	HR Director	HR Head of Recruitment & Contracts in conjunction with HR BPs		Q1 2022	Complete
			Include information on AS activity in each school including logo in adverts.					
			Post owner/co-ordinator to identify journals, websites, networks to reach the under-represented gender at the outset of the recruitment campaign.	HR Director	Post owner/co-ordinator in conjunction with HR Head of Recruitment & Contracts		Q3 2021	Complete
	3.4	Measures of Success: Increased applications from women to 45% overall, to 35% at SL and 30% to EP grades overall.	All members involved in recruitment and selection processes will be required to complete Module 2 of the new EDI in HE online programme.	HR Director	HR Learning & Development Manager		From Q3 2021	Complete- to be monitored

AS 4.2, GEAP1 5.0, GEAP2 5.8, 5.10, AS2017 4.3,	3.5	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.	HR Director/ HEO	Human Resources	01/09/2018	31/08/2019	Complete
AS 2.2	3.6	<p>To strengthen the career pipeline in CSE to support the academic career progression of female ECRs.</p> <p>Measures of Success: Number and % of Senior Female academics in CSE, but particularly in the disciplines of Computer Science and Mathematics will align with national and/or UK averages.</p>	CSE will benchmark the % of female researchers in Computer Science and Mathematics nationally/UK. If CSE is below subject norms, CSE will implement recruitment strategies which include search committees to identify and target potential applicants, adding 2 points of contact (one man and one woman) on job adverts, to attract high performing ECR females into these schools, coupled with the provision of targeted training initiatives for female ECRs in support of developing research independence.	Dean CSE/Vice Dean EDI	Dean CSE		Commence Q4 2021 and build over duration of Action plan (i.e. to Q2 2025)	Complete

		Increase female job applicants by 10% over life time of action plan	CSE will assign experienced PIs to female researchers to support development of grant applications (e.g. SFI Fellowships) which support female researchers.	Dean CSE/Vice Dean EDI	Dean CSE		Commence Q4 2021 and build over duration of Action plan (i.e. to Q2 2025)	Complete
		To increase the number of women in the Professoriate.	Re-introduce the Associate Professor Grade to University of Galway.	DPR	DPR		Complete by December 2022	Complete
			Merge the PP and EP grades.	DPR	DPR		Complete by December 2022	Complete

AS 2.3, AS2017 4.12, GEAP2 4.9	3.7	Measures of Success: 26% female Professors and 47% female SLs by December 2022 (Baseline 24% Professor and 47% SL) 28% female Professors and 50% female SLs by December 2024	HoS to have focussed career development conversations with female SLs as part of new 'Performance for Growth' PMDS scheme to encourage application for promotion to Professor via the new integrated promotions process. Identify gaps in career and agree workload allocation and development supports to address gaps.	Deans of College/Vice Deans for EDI	HoS			'Performance for Growth' system will be finalised in 2021 and implemented in 2022	Complete
		30% female Professors and 50% female SLs by December 2025.	Provide up to 6 Consolidation grants each year for the life- time of this action plan to assist high performing women at SL/Associate Prof grades to apply for promotion to Professor. (Cross-ref. Action 2.1 (i))	VPEDI	OVPEDI			2022 to 2025	In Progress- On Track

			Support SALI applications for final 2 years of scheme. CSE will match any SALI awards to CSE for the duration of the scheme.	VPEDI	UMT, Dean of CSE	2020/21 and 2021/22 rounds@complete	2020/21 and 2021/22 rounds	Complete
			Secure funding from Galway University Foundation (GUF) to develop a scheme to recruit 4 women Professors (1 per year of action plan) similar to SALI	VPEDI	VPEDI		Secure agreement by end 2021, implement initiative in years 2022 to 2025	Delayed
			Support participation of 5 women at SL grade during pilot phase of the new Preparation for Academic Advancement programme (PAA), collaborative initiative with University of Galway, UL, MU funded by GEEF.	VPEDI	HEO		2021	Complete
AS 2.4, AS2017 3.8, GEAP2 1.12	3.8	To retain female academic staff at all grades, but at LAB in particular, to ensure a continued strong pipeline to SL and the professoriate.  Measures of Success: The gender balance in applications for promotion/retention via the Retention Scheme reflects the balance in the eligible pool.	Communicate effectively the existence and purpose of the Retention Scheme, during regular information sessions and Dean/HoS briefings on the Academic Promotions Scheme.	DPR		DPR	Include information in the Retention Scheme during next information session on Academic Promotion Scheme (August 2021) and thereafter at each	Complete
			Monitor applications to the Retention Scheme annually by gender to see if a gender imbalance continues.	DPR		DPR & HEO	Q1 2021 and annually to 2025	Complete
			Review the operation of the Retention Scheme to take an informed decision as to whether the scheme is fit for purpose and continued use.	DPR		DPR & HEO	Q1 2023	Complete
			Monitor data on leavers by gender and grade annually via GPG reporting and AS reports from HR to EDICC including qualitative data from exit interviews.	DPR		HR Director	2022 - 2025	Complete



AS 2.5	3.9	Support training and career development for all staff in a more holistic way across all career stages.	The newly appointed HR Learning & Development Manager will consult with HoS/Units to identify training needs across the staff categories, to subsequently develop a range of training and career development opportunities specific to the needs of staff categories and career stages.	HR Director	HR Director		2022 - 2025	Complete
		Measures of Success: See AS Action Plan 2021.	Cross Ref. 3.21. Mainstream career development workshops currently offered by OVPEDI within HR Staff Training & Development	HR Director	HR Director, HR Learning & Development Manager in consultation with HoS/Units		AY2021-2022	Complete
			Schedule more frequent training and career development opportunities across the year including outside of term time.	HR Director	HR Learning & Development Manager		From September 2021 – December 2025	Complete
			Advertise well in advance to enable staff plan to attend, especially part-time staff.					
			Monitor staff uptake of training and career development workshops to ensure that significantly oversubscribed workshop topics are offered on multiple occasions, at varying times of the day and week, to facilitate demand.	HR Director	HR Learning & Development Manager		Monitor on Semester basis	Complete
			Complete an individual training needs analysis and development plan for each member of staff, linked to the reintroduction of annual development and performance review, to identify staff priorities for training.	HR Director	HoS/Unit		Annually from December 2022	In Progress- On Track
			Catalogue the wide variety of training programmes offered on LinkedIn Learning Platform and actively promote engagement across all staff categories. Monitor engagement with LinkedIn Learning in terms of uptake in numbers against staff headcount and evaluate effectiveness/satisfaction in next AS survey.	HR Director	HR Learning & Development Manager		Dec-21	Complete
			Restore a modified version of FEP from AY 2021/22 and ensure approval for training is linked to individual training needs analysis and development plan.	HR Director	HR Director		AY2021-2022	Complete
		To create mentoring opportunities for all staff.	Relaunch a revised mentoring scheme for all staff categories at various career stages.	HR Director	HR Director and newly appointed HR Learning & Development Manager		Sep-21	Complete

AS 2.6, GEAP2 4.8, DES 26, GEAP1 2.10	3.10.	Measures of Success: See AS Action Plan 2021.	Seek EOI from experienced/senior staff in all staff categories to establish mentor panel.	HR Director	HR Director and newly appointed HR Learning & Development Manager		Sep-21	Complete
			HR advertise and promote the mentoring scheme centrally, HoS and Head of Unit promote at local school/unit level and encourage participation at all career stages.	HR Director	HR Learning & Development Manager in conjunction with Deans, Vice Deans EDI and Hos/Units		From January 2022 and ongoing	Complete
			Provide regular training for mentors and mentees. Advertise dates well in advance and ensure training opportunities exist outside of term time and at various times to ensure part-time staff are able to access training.	HR Director	HR Learning & Development Manager		From September 2021.	Complete
							Review uptake and effectiveness in September 2022 and annually thereafter.	
			Promote awareness of mentoring schemes and encourage women to engage in mentoring via Athena SWAN communications and via the staff networks.	HR Director	HEO and AS Communications Working Group		From January 2022 and ongoing	Complete
AS 2.7	3.11	To support postdoctoral researchers for academic career progression.	Reserve 10% of places on CELT PG Certificate in Teaching & Learning for postdoctoral research staff.	VPRI	Director CELT and VPR		From AY 2022/23	In Progress- Delayed
			Explore options to create more opportunities for staff (academic and researchers) to pursue PG in Teaching & Learning including online and blended programmes. Develop proposal for creating additional capacity for PG studies in Teaching & Learning for academic and research staff.	VPRI	Head of RDC & VPRI		Q1 2024	In Progress- Delayed
		Measures of Success: See AS Action Plan 2021.	Collect data centrally and systematically on applications from researchers for progression to Research Fellow and Senior Research Fellow.	VPRI	Head of RDC/HR		Q1 2023 and annually thereafter for the lifetime of this action plan	Complete
AS 2.8. AS2017		To review contract status for lecturers on contracts	Review all academic CID contracts.	HR Director	HR Director in consultation with Deans of College and DPR		Complete review process of all CIDs by Q2 2022	In Progress- On Track

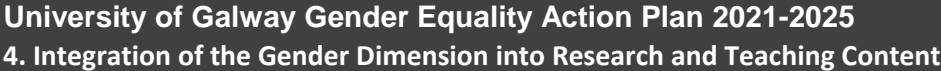
AS 3.9, GEAP2 6.5	3.12	of indefinite duration as women are more likely to have CIDs.	Re-categorise status to 'permanent' for those on indefinite contracts where the rationale for the post is linked to established programmes.	HR Director	HR Director in consultation with Deans of College and DPR		Implement status change for those eligible for permanent status by Q3 2022	In Progress- On Track
AS 2.9	3.13	To reduce the negative consequences of using precarious contracts as Women are more likely to hold TSS contracts.	Establish UMT-led working group to review TSS recruitment, employment terms and career support with a view to reducing the negative consequences of using precarious contracts.	HR Director	DPR, Director HR & Deans of College		Q2 2022	In Progress- On Track
			Survey TSS staff to ascertain the negative consequences for those who wish to pursue academic careers.	HR Director	DPR, Director HR & Deans of College		Q2. 2023	In Progress- On Track
			Identify appropriate career supports and pathway for progression where applicable.	HR Director	DPR, Director HR & Deans of College		Q2. 2023	In Progress- On Track
AS 2.10	3.14	To implement PMDS (paused in 2017) as the basis for individual career development support and performance management discussions.	Conclude consultation process on draft scheme.	HR Director	HR Director, DPR		Q4 2021	Complete
			Develop training for Reviewers and Reviewees.	HR Director	HR Director, DPR		Q2 2022	Complete
			Roll out training to all staff categories	HR Director	HR Director, DPR		Q2 2022 – Q4 2022	Complete
AS 2.11	3.15	To mitigate career limiting impact for lecturers on fixed term contracts as 58% of lecturers on Fixed term contracts pursuing academic careers are women.	Establish requirement for all lecturer fixed-term posts > 1 year to adhere to applicable academic allocation of work for Contract A (60/20/20) and B (40/40/20), in line with school norms.  Include requirement for probation supervisory meeting and equivalent career development support.	DPR	DPR & Deans of College		Q3 2022	Complete
AS 4.2	3.16	To mitigate barriers to promotion for international staff who experience visa and visa-related travel restrictions.	Similar to the multiplier mechanism to formally discount time out for caring purposes in the assessment of applications for promotion, use staff consultation via focus groups and pulse survey to develop an appropriate method to formally quantify and discount disadvantage related to work permits, visa restrictions on travel for International Staff.	DPR	DPR & HEO		Q1 2022	In Progress- On Track
		To mitigate the negative impact of Covid-19 on career progression especially for carers.	Hold a series of focus groups with academic carers at Lecturer and Senior Lecturer					

AS 4.9	3.17	Measures of Success: See AS Action Plan 2021.	levels, to collect data on the experience of academic carers because of COVID-19; and how this has impacted on academic activity.	DPR	DPR and HEO		Q2 2023	Complete
			Invite applicants for progression and promotion to describe and quantify the negative impact of Covid-19 on career outputs in progression application and future rounds of promotion.	DPR	DPR		Q2 2022 in advance of the call for the second round of academic promotions in 2022	Complete
			Use feedback from focus groups to inform the development and application of a mechanism (similar to the multiplier to formally discount time out for caring purposes in the assessment of applications for promotion) to quantify and discount disadvantage related to Covid-19.	DPR	DPR and HEO		Q2 2023	Complete
AS 5.1	3.18	To enable reporting on the proportions of men and women on Lecturer A and B contracts and by job grade so we can identify if there are gender differences by contract function which may lead to barriers for progression to senior academic roles.	Complete a review of existing academic contracts to distinguish between Contract A and B lecturers.	HR Director	HR Director & HRISS		Q1 2022	Complete
			Create separate fields on CoreHr to record lecturer A and B contracts.	HR Director	HR Director & HRISS		Q1 2022	Complete
AS 5.2	3.19	So data will be available to monitor applicant rates by gender at recruitment stages for research staff.	Complete the action from the 2017 action plan- Recruitment data for research posts should be collected centrally- and with the new upgrade of COREHR to ensure that all research recruitment is processed centrally.	HR Director	HR Director		Q4 2021	Complete
					HR Director/HEO			

DES 26,36, HEA 1.11, 1.16, GEAP1 3.1 AS2017 4.2, GEAP2 4.1	3.20.	To ensure appropriate EDI training for all staff.	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, the Inclusive Recruitment Toolkit, and unconscious bias.	VPEDI/ HR Director	Resources/ HEO	01/06/2019	31/12/2020	Complete
DES 26,36,38, HEA 1.11, 1.14, 1.16, GEAP2 4.3	3.21	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. <b>Cross ref. 3.9.</b>	HR Director	Heads of School/Units	Sep-21		Complete
DES 26,36, HEA 1.11, 1.16, GEAP1 3.2, GEAP2 4.5	3.22	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 OVPEDI policy, gender equality best practice, and people management skills.	HR Director	Human Resources	01/01/2019	31/12/2020	Complete
AS2017 4.8, GEAP2 4.10	3.23	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.	DPR	DPR	01/09/2019	31/12/2019	Delayed
GEAP1 3.3, GEAP2 5.11	3.24	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.	HR Director	Human Resources	01/01/2017	31/12/2019	In Progress-

DES 21,28, HEA	3.25 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 <b>2020 - 25% female Profs (AS), 45% female SLs (AS)</b> Cross Ref. 3.7.	DPR	Executive Deans	01/01/2018	31/12/2020	In Progress- On Track
1.17,1.18, AS2017 3.4, 3.6, GEAP2 6.1 i								
GEAP2 6.1 ii	3.25 ii		The University targets for gender proportion of Senior-level Academic staff by <b>2022 - 26% female Profs, 47% female SLs</b>	DPR	Executive Deans	01/01/2018	31/12/2022	In Progress-on track
GEAP2 6.1 iii	3.25 iii		The University targets for gender proportion of Senior-level Academic staff by <b>2024 - 28% female Profs (40% HEA), 50% female SLs</b>	DPR	Executive Deans	01/01/2018	31/12/2024	In Progress-on track
GEAP2 6.1 iv	3.25 iv		Please note that as of July 2019 there were 60% women at the most senior professional services grade of Secretary, and 56% women at Assistant Secretary grade. University of Galway no longer recruits / appoints to Assoc Secretary grade. 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.	HR Director	Director of HR, Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2020	In Progress- On Track
GEAP2 6.1 v	3.25 v		The University targets for gender proportion of senior grades of Professional, management, and support staff <b>by 2022</b> : Professional Services Administration - <b>45%</b> women at <b>Secretary</b> ; Professional Services Technical - <b>20%</b> women at <b>CTO</b> ; Professional Services Library- <b>45%</b> women at <b>Senior Librarian</b> ; Professional Services Estates - <b>active Apprentice Programme</b> for women	HR Director	Director of HR, Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2022	In Progress-on track
			The University targets for gender proportion of senior grades of Professional, management, and support staff by <b>2024</b> : Professional Services Administration - <b>50%</b> women at <b>Secretary</b> , and <b>40%</b> women at <b>Associate Secretary</b> ; Professional Services Technical - <b>25%</b> women at <b>CTO</b> ; Professional Services Library- <b>50%</b> women at <b>Senior</b>		Director of HR,			

GEAP2 6.1 vi	3.25 vi		Librarian; Professional Services Estates - active Apprentice Programme for women	HR Director	Deans, Relevant UMT Lead for Professional Services Area	01/01/2018	31/12/2024	In Progress-on track
DES 28, HEA 1.17, GEAP2 6.2	3.26	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.	DPR  HR Director	DPR  Human Resources	01/01/2018	31/12/2020, ong	Complete
AS2017 3.7, GEAP1 2.3, GEAP2 6.4	3.27	Realign University of Galway Academic grades with sector.	The University will reintroduce an Associate Professor grade in addition to existing professorial posts.	DPR/VPEDI	DPR/UMT	01/01/2018	30/09/2020	Complete
AS2017 3.11, GEAP2 6.6	3.28	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.	HR Director	Human Resources	01/01/2019	31/12/2019	In Progress-on track
GEAP1 3.4, GEAP2 6.9	3.29	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.	HR Director	Human Resources	01/12/2016	31/12/2020	In Progress

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## University of Galway Gender Equality Action Plan 2021-2025

### 6. Embedding Gender Equality Including the Intersection of Other Characteristics Across University of Galway

SOURCE	#	RATIONALE	ACTION DETAIL	LEAD	RESPONSIBLE	START DATE	DUE DATE	STATUS
AS 1.2, DES 26, 28, HEA 1.15, 1.16, AS2017 4.1, GEAP2 2.6, 5.3	6.1.	To ensure staff data including recruitment reports can be easily accessed by the SAT and School SATs.	Create a suite of AS specific data reports including Recruitment reports in CoreBI. Collate annual reports for SAT and School SATs. HR provide annual report to EDICC.	HR Director	ISS Director, COO & HR Director		Q3 2022	Complete
			HEO will specify precise report requirements.	HEO	HEO		Q1 2022 following finalisation of AS Ireland consultation process	Complete
	6.2.	To increase staff engagement with Athena SWAN consultation processes at an institutional level.  Measures of Success: See AS Action Plan 2021.	Identify appropriate survey system (e.g. Banner 9, Ellucian).	Director of Planning and Institutional Research	AS Project Manager		Q3 2022	Complete
			Agree bank of survey questions in consultation with school SAT Chairs.	Director of Planning and Institutional Research	AS Project Manager		Q4 2022	Complete
			Deploy central survey.	Director of Planning and Institutional Research	AS Project Manager		Q1 2023 and 2025	Complete
AS 1.4, EDIS G2 No 3, G5 No 4	6.3.		OVPEDI communicate to all staff the proportion of staff who have provided their diversity data and share findings on the diversity profile of the staff					
			Share findings on the diversity profile of the staff.	VPEDI	VPEDI/HEO		Jun-21	Complete
			VPEDI will provide update at academic council, Professional Services Managers Forum meetings.	VPEDI	VPEDI		From June 2021 onwards	Complete

		Comprehensive diversity data will enable University of Galway to consider the intersectionality of gender with other elements of identity.	Vice Deans EDI co-ordinate reminder communications from HoS on bi-annual basis.	VPEDI	Vice Deans EDI & HoS		From September 2021 onwards	Complete
			Formally request staff networks to highlight the importance of gathering comprehensive data and promote engagement among members.	VPEDI	Chair EDICC and Staff Network Chairs		From October 2021 onwards	Complete
		Measures of Success: See AS Action Plan 2021.	Using an intersectionality frame, gather and publish data systematically on the protected characteristics and socio-economic status (where possible) annually to establish an evidence base for activities, policies and practice.	EDI Strategy Implementation WG/ HEO	HEO			Complete
			Institute a yearly audit guided by an intersectionality frame to assess progression of staff on the basis of gender, ethnicity, sexual orientation, disability status, and age.	EDI Strategy Implementation WG/ HEO	HEO			Complete
EDIS G2 No 2	6.4.		Develop and communicate an evidence base of the impact of strategic intersectionality driven EDI initiatives	EDI Strategy Implementation WG/ HEO	HEO			Complete
AS 1.5	6.5.	To plan for the future of the ISAT.	Chair(s) will lead the process of appointing a new female Co-Chair for period 2021-2025.	Chair(s) ISAT	Chair(s) ISAT		Jun-21	Complete
			Reconfigure ISAT to operate with fewer members as Steering Group to oversee implementation of the action plan.	Chair(s) ISAT	Chair(s) ISAT		ISAT June meeting 2021	Complete
			A call for new ISAT will issue in 2023 to plan assessment for 2025 silver application.	Chair(s) ISAT	HEO/AS Project Manager		Q4 2023	Complete
AS 1.6, GEAP2 3.2	6.6.	To continue to support the integration of Athena SWAN principles and support, in a practical way, Schools to apply for AS awards, and to implement their Action Plans. <b>Cross ref. 1.14.</b>	Appoint AS Project Manager	VPEDI	VPEDII& HEO		Q1 2022	Complete
			The AS Project Manager will further develop internal resources, advisory sessions and formalise the internal AS Chairs/Practitioners network	VPEDI	AS Project Manager		Q1 – Q4 2022 and ongoing in line with Charter developments	Complete
		Measures of Success: See AS Action Plan 2021.	Future proof HR system to enable data reporting from restructuring and mergers in Colleges/Schools	VPEDI	HRISS and ISS Director		Q3 2022	Complete
			ISAT Chair will assign an experienced internal AS panellist to act as internal reviewer for each School submission	VPEDI	ISAT Chair		Q4 2021 and ongoing as required	Complete

			The Athena SWAN SAT will develop plans and timelines for all ASSCS/BPPL schools in conjunction with Vice Deans EDI to Encourage all Schools to apply for Athena SWAN Bronze in relation to the expanded charter.	VPEDI	Institutional SAT	01/01/2020	31/12/2021	Complete
AS 4.15	6.7.	To promote positive behaviour and attitudes for trans staff and students.	Provide Trans 101 training each semester.	HEO	HEO		Q4 2021	Complete
			Review language and use of pronouns in University policies via EIA.	HEO	HEO		Q1 2022	Complete
			Collaborate with RCSI (lead), CIT and TENI to roll out a series of open-source animations to support Trans 101 education in HEIs. The animations will be tested and piloted in RCSI, IADT, MTU and University of Galway in summer 2021 with a view to a launch in semester 1 in AY 2021/22.	HEO	HEO		Q4 2021	Complete
AS 4.16	6.8.	To enhance inclusion of all gender identities.	Feed requirement into Student Digital Pathway project to create a field for preferred name and gender for those students who choose/are unable to formally change their name on student records.	HEO	HEO		Q3 2023	Complete
EDIS G1 No 2	6.9.		Achieve an institutional Athena SWAN Silver Award.	VPEDI				In Progress- on track
EDIS G3 No 8	6.10		Engage actively in Athena SWAN evaluation panels and share learnings with both the institutional and departmental Athena SWAN SATs, in addition to those in GMIT and Sligo IT.	EDI Strategy Implementation WG/ HEO	HEO			Complete
EDIS G5 No 1	6.11		Develop and promulgate a shared understanding of equality/equality of opportunity across campus.	EDI Strategy Implementation WG/ HEO	HEO			Complete
DES 24, HEA 1.22, GEAP2 3.1	6.12	Achieve Athena SWAN award	The University will retain the Athena SWAN Bronze award until Silver is obtained, within 8 years of Bronze.	VPEDI	Institutional SAT	01/04/2018	31/05/2021	Complete