

Colour Key	
	Completed
	On Track
	Increased risk of missing agreed timeline
	Yet to be activated/high risk of not achieving agreed timeline
	To be actioned

Gender Equality Action Plan 2016

RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
R01	Leadership and Governance					
	Ensure that the University has in place appropriate arrangements to guarantee clear and consistent leadership, responsibility, accountability and oversight of gender equality and diversity					
1.1	Governance	Chair of Údarás / President/ Vice President for Equality and Diversity (VPED)/ Rúnaí	In consultation with the newly appointed Vice President for Equality and Diversity, the University should put in place appropriate governance structures, including a Committee of Údarás na hOllscoile for Equality and Diversity and an external advisory Group.	Vice President for Equality and Diversity (VPED)	By end of December 2016	EDICC, EDIC and EAG established and meeting regularly. Minutes will be available on the OVPED intranet as soon as this is available.
1.2	Resources	VPED and Chief Operating Officer (COO)	Reflecting the importance of the role, the University should ensure that the Office of the Vice President for Equality and Diversity is fully resourced.	VPED, COO	December 2016	
1.3	Committees	VPED	All committees and working groups within the University (including the University Management Team, Academic Management Team, support and promotions committees and interview boards) should be comprised of a minimum of 40% women and 40% men by the end of 2016. Furthermore, a target should be established that by the end of 2018, 50% of the chairs of these major influential committees should be women.	Chairs of Committees, Working Groups and Selection Boards	By end of December 2017	Annual audit of college & support committee composition is in train for AY2017-18. Results will be reported to UMT, AMT Strategic, EDICC and EDIC. Elections to the reconfigured Academic Council (AC) took place in May 2018 and results were noted at AC in June 2018. Our new A,C with min 40% men and women members, will be in place for September 2018 - the beginning of AY 2018-19.

R02	Policies and Procedures Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance					
2.1	Gender quotas	Registrar and Deputy President	The University should introduce mandatory gender quotas for all academic promotion assessments and competitions. If necessary this policy can be phased in over a maximum of two rounds. The quotas should be based on the flexible cascade model, i.e. the quota to be promoted should be based on the number of women eligible for promotion at the grade below.	Registrar and Deputy President, VPED, Rúnaí	Over next two SL promotion rounds	SL Promotions in 2016/17 round resulted in 57.6% of successful applicants being women. Application of agreed quota was not required in this competition. This will be carefully monitored over future rounds. At present 40% of the SL population are women. Between 2015 and 2017, the Personal Professorship Promotions Board recommended 14 promotions to Personal Professor: 8 men and 6 women = 57% men and 43% women.
2.2	Guidelines for promotion	Registrar and Deputy President, COO in conjunction with HR Training and Development with equality support from the OVPED	The University should develop comprehensive guidelines and application support materials for all promotion schemes.	Human Resources Training and Development in conjunction with Registrar and Deputy President, COO, VPED	As above	Comprehensive guidelines and material was produced for the 2016-17 SL promotions round. Promotions material for the PP process is currently under review in light of the recommendations of the Athena Swan Action Plan and the new track being introduced into the PP promotions process.
2.3	Academic grades	Registrar and Deputy President, President	The University should review its academic grading structure and consider introducing, on incremental scales, new grades of Associate Professor and Personal Chair.		AY 2016/17 - 2018/19	Consultation progressed through the Colleges during September and October 2017. General consensus that the reintroduction of the Assoc Prof grade should be considered further in NUI Galway. Round-table discussion of the UCD experience on this matter was held January 2018, providing very helpful insights and food for thought. The Registrar and DP, VPED and Deans are currently working on progressing this discussion.
2.4	Workload	Registrar and Deputy President	The University should develop a set of core principles to underpin the individual workload models of Schools to ensure fairness, equity, balance and transparency.	Registrar and Deputy President, VPED, Deans	AY 2016/17	Set of core principles agreed - AMT and AC. School, college and staff consultation on draft guidance document completed Nov - May . Constructive consultation with staff union representatives held on June 12th. Principles and guidance documentation will be available for Heads of School and school Executive teams from the beginning of AY 2018-19.

2.5	Bullying and harassment	COO, Director of HR, VP for Student Experience	The University should review and update its bullying and harassment policies in accordance with legislation and best practice in the sector. A system of contact persons should be established. Training on the implications of policies should be provided for all staff engaged on University-related activities on and off campus, including field trips and clinical placements.	COO, Director of Human Resources, VP for Student Experience, VPED	By December 2016. Revised timeline for Anti-bullying policy end of August 2018.	The draft anti-bullying policy has now been agreed by both Management and Staff representatives. Next steps are to engage in training of Contact Persons and general roll out training for the policy. It is anticipated that this training will be rolled out over the summer months and that the policy will take effect following that training. Work will now commence on drafting the new Staff Anti-Harassment policy. Note: until such times as the revised policies are in place current staff policies on anti-bullying and anti-harassment (2008) remain in place.
2.6	Returners fund	UMT	The University should introduce a central fund to provide support to academic women returning from maternity/adoptive leave to allow them to concentrate on key areas of their work and “buy out” some of their other roles for a minimum of one semester.	VPED, UMT	From September 2016	In place from September 2016
2.7	Funding of leave	UMT	The University should review existing cover provisions for staff on maternity, adoptive and parental leave ensuring that those with young children are not disadvantaged and are supported to achieve an appropriate work-life balance. Where necessary, a central fund should be established to cover any additional costs associated with the replacement.	VPED, UMT	From September 2016	In place from September 2016
2.8	Core hours	COO, Registrar and Deputy President	The University should introduce a core hours policy across all areas which states that all committee meetings should be held during the core hours of 10 am to 4 pm. Where that is not possible at least two weeks’ notice should be given.	COO, Registrar and Deputy President	To be fully implemented by 1st December 2016	Core hours policy for meetings approved by UMT on 2 Nov 2016. Communication to all Heads of Schools, Units, Colleges by end of December 2016.

2.9	Parent Support Programme	VPED	The University should introduce a formal parent support programme.	VPED	AY 2016/17	A programme of initiatives established in collaboration with the University Women's Network and the Staff Social Club. Breast feeding support group in place, Christmas and summer social gatherings for staff and their families in place since Dec 2016. Formal line managers training programme and return to work programmes in place since March 2016.
2.10	Role models	All staff	Management at all levels should ensure that women are visible throughout the University and that there is gender balance in all public facing functions and activities, including on the web.	Members of UMT and all Heads of Functions, VPED	From AY 2015/16	In hand and ongoing
2.11	Gender Impact Assessment	VPED	A Gender Impact Assessment should be undertaken of the criteria used in all promotion and appointment policies and procedures within the University for all grades of staff, in order to ensure that they are gender-neutral and their implementation will not lead to unintended differential impacts on women and men.	VPED	From AY 2016/17	In hand, with initial focus on the SL and PP promotions policies.
R03	Capacity building and training Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained					
3.1	Unconscious bias training	HR Training and Development	<u>Annual</u> equality unconscious bias training should be compulsory for all members of the University and Academic Management Teams, Heads of School, Chairs of Committees, members of interview and promotion boards/panels, and other senior decision-makers.	HR Training and Development with input from the OVPED	From AY 2015/16	Since October 2015, five tranches of "Unconscious Bias Workshops" have taken place in NUI Galway with a total of 378 senior managers, heads of schools, units and interview panels attending training to-date. 253 colleagues have also availed of the online module on UCB. UCB face-to-face training will continue to be scheduled for AY 2018/19.

3.2	Management	HR Training and Development	The University should develop and implement a comprehensive and integrated induction programme for all staff assuming leadership roles.	HR Training and Development	To be developed and ready for roll out by the end of AY 2016/17 Revised timeline for completion end of AY 2017/18	Coaching and mentoring continues to be available for academic staff as requested. The integrated leadership induction for new Deans and Heads of School 'The First 100 days' initiative will be made available to all Deans and Heads of Schools. The process involves the provision of formal coaching, and attendance at formal leadership training programme, i.e. the Leadership Foundation. A Working Group has been established to commence the work on building a Coaching and Mentoring Framework for all staff.
3.3	Competency framework	HR Training and Development	The University should finalise and implement the competency framework for each grade of support staff.	HR Training and Development	AY 2016/17	Draft competency framework is ready for consultation. A number (5) of "refresher" sessions (about 1 - 1.5 hours each) are planned with the original focus groups who were consulted on the development of the material. The purpose of these sessions is to (a) inform that the development of competency model is progressing; (b) to review their input and (c) to review next steps.

3.4	Support Staff Promotion Scheme	COO	The University should introduce a promotion scheme for support staff.	COO	Review sectoral best practice and determine appropriate approach for NUI Galway and pilot during AY2016/17	There are promotional opportunities available via leave cover and staff turnover (in excess of 77 such promotional opportunities over the past year). In addition to this, promotion schemes in other Irish universities have been examined and a model identified. The Acting Director of HR has shared an outline of a potential promotion scheme with the EDICC, Support Services Committee and Support Services Directors Forum. A meeting was held with Employee Representatives on April 17th and there will be follow up meetings to continue to progress this important area. Foundation stones for the scheme will be agreement on a competency framework for support service grades, agreement on PMDS so that performance and development plans can be put in place to support the development of support services staff. In addition to this the University launched a Career Pathways to Development scheme which seeks to provide the supports required by administrative staff in developing their careers.
	HEA Rec. 1.19 : To drive change through the use of positive action interventions for non-academic staff	COO	At the final selection step in the appointment process for non-academic positions where the salary scale reaches or exceeds €76,000, in so far as is possible, the final pool of candidates must comprise an equal number of women and men. If it has not been possible to achieve gender balance at the final selection step, the interview panel must account to the Governing Authority or equivalent for why this was not possible.	COO, Director of HR, Chairs of the relevant interview panels	ASAP but by end of December 2016 at latest	This has been flagged to Support Services Directors. This is on the agenda to discuss with Trade Unions as it will impact on recruitment practice for AO posts. HR Recruitment providing annual reports to OVPEd.

	HEA Rec. 1.20: Combat stereotyping of 'female' and 'male' roles and horizontal segregation among non-academic staff		Over time, achieve greater gender-balance at all career levels (pay grades) within the institution.			To be actioned
3.5	Mentoring	HR Training and Development	The University should extend and promote the mentoring system for all staff and provide training for both mentors and mentees.	HR Training and Development	2017/18	A coaching and mentoring working group has been established to build a Coaching and Mentoring Framework to support all staff. This continues to build upon and augment such programmes as Aurora and the 30% Club/IMI mentorship programme that NUI Galway is participating in and members of the working group have come from attendees on both of these programmes.
3.6	Women's Leadership Programme	VPED, Registrar and Deputy President, COO, Equality Officer	The University should actively support women to develop their leadership skills through increased participation in the Aurora programme.	VPED, Registrar and Deputy President, COO, Equality Officer		A further 19 female colleagues were supported on this programme during AY 2017/18 programme. In total NUI Galway has supported 57 women on this leadership development programme since its inception in Ireland in 2015. A call for the 2018-19 programme will issue in August 2018.
3.7	Research Staff Development Centre	Vice President for Research, HR	The University should establish and resource a centre for research staff which supports their career development and integration into the University community.	Vice President for Research, Human Resources	Carry out required consultations and proposal development AY 2016/17	Scoping exercise completed and a resourcing model approved in 2016/17. Establishment of the Centre announced by the President in June 2017. Head of RDC position appointed in May 2018. A second post is currently under consideration.

3.8	Postgraduate research students	VPED, Dean of Graduate Studies, PG student representative on Údarás, SU	The Dean of Graduate Studies, the Vice President for Equality and Diversity, and the Students Union should work together to provide a stronger sense of community among postgraduate research students.	VPED, Dean of Graduate Studies, Students Union Executive, VP for Student Experience	AY 2016/17	PGR student rep on Athena Swan SAT and Academic Council runs PubhD; PubhD is essentially an informal gathering of researchers from different disciplines, it is a monthly event where we aim to get research students and staff to talk about their research to the public and researchers in other fields. This is very informal and involves three researchers talking on the night for about ten minutes to a lay audience without the use of PowerPoint. There is then around 20 minutes of questions and answers around the topic. It is a great way of getting the postgraduate community and researchers from different backgrounds to meet. The Dean of Grad Studies held first event in early March, with a good turnout of about 30 or so people. It's a great way to enhance postgraduates socialising. The SU also run regular Karaoke nights for postgrads, i.e. 'Postgradaoke' in Sult – usually on the last Friday of every month. 'Bright Club' is also open to postgrads.
R04 Monitoring and implementation Monitor progress towards the elimination of gender inequality through the regular collection and analysis of detailed data and the development and implementation of a comprehensive Gender Action Plan						
4.1	Data collection	VPED	The University should regularly collect comprehensive quantitative and qualitative data relating to gender equality and use it to monitor progress over time. The Vice President for Equality and Diversity should present an Annual Report on progress to Údarás na hOllscoile.	VPED	From AY 2016/17	Hierarchy IT project to record and report on recruitment and headcount data by gender and staff category is complete. This mechanism needs to be extended to include research recruitment posts by 31 December 2018.
4.2	Gender Action Plan	VPED	The University, under the leadership of the Vice President for Equality and Diversity, should develop a comprehensive Gender Action Plan which incorporates the recommendations in this report together with actions being developed as part of NUI Galway's next application for an Athena SWAN Bronze award.	VPED	By November 2016	Approved by UMT, September 20th 2016 and by Udárás na hOllscoile on November 1st 2016. Updates against progress available on the OVPED website at the following link: http://www.nuigalway.ie/genderequality/taskforceactionplan/geapupdate/

RO5	Review Recruitment Processes	Director of HR, COO	To ensure that equality and diversity are core principles underpinning all elements of our recruitment policies and processes.	Director of HR	AY 2016/2017 - 2017/18	<p>HR ensure that all interview panels are gender balanced. There are some potential issues in the manner in which competitions for roles are run. For example the current situation is that administrative roles are advertised to administrative staff in a first round, research staff in a second round before being advertised to the public. There is potential inequality in this process as University research staff and technical staff are put at a disadvantage in applying for roles and progressing their careers.</p> <ul style="list-style-type: none"> o The delays that this process inevitably introduces put an additional workload on other staff members. o The scheme requires review with employee representatives who currently do not wish to see any change in the process. <p>In addition to this OVPED is working with Deans and Heads of School on the use of “gender neutral” language and descriptors that can be used in job adverts.</p>
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R01	Leadership and Governance Ensure that the University has in place appropriate arrangements to guarantee clear and consistent leadership, responsibility, accountability and oversight of gender equality and diversity					
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
1.1 Governance In consultation with the newly appointed Vice President for Equality and Diversity, the University should put in place appropriate governance structures, including a Committee of Údarás na hOllscoile for Equality and Diversity and an external advisory Group.	Chair of Údarás, President, VPED, Rúnaí	A new University-level Equality and Diversity Committee, chaired by the VPED, and reporting to Údarás na hOllscoile via a committee of Údarás, will be established during Semester one AY 2016/17 to provide oversight of the University's progress and activities in the area of equality and diversity.	VPED	End of December 2016		
		Form College and/or School level committees – School Champions / Chair of School Committees should sit on College level committees on a model similar to college teaching and learning and research committees. For a minimum of the first two years the chair of the College level committee should be the Dean of College.	VPED, Deans	Before the end of 2017	Formation of college and school level EDI committees in hand but not confirmed as complete. Three Vice Deans EDI appointed and two remaining to be appointed. Revised deadline is September 2018.	
		Chairs of the College level committees will feed into the University level Equality and Diversity Committee Chaired by the VPED.	VPED, Deans	AY 2016/17	Vice Deans EDI will take up membership of the EDICC from June 2018, assuming approval by EDIC.	
		Mr John Gill, COO, will bring together and chair a similar committee at SSDF level, representing the Central professional services units and departments.	COO		Identification of the membership for this committee is now complete and the committee is up and running.	
		Mr Gill will become a member of the University Level EDI Committee.	COO, VPED	From December		
		Equality and Diversity should be a standing item on the management team meetings of support units and schools, College Executive and the SSDF agendas.	Heads of School, Units, Deans, COO	From September 2016	Confirmed by VPED	
		An External Advisory Group will be established in order to enable external bench-marking and sharing best practice in equality and diversity matters. Prof Jane Grimson has agreed to participate to enable continuity of activity.	VPED	AY 2016/17		

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RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
1.2	Resources Reflecting the importance of the role, the University should ensure that the Office of the Vice President for Equality and Diversity is fully resourced.	VPED and COO	Appoint a Head of the Equal Opportunities Unit at Administrative Officer (AO) level.			Actioned and post occupied by Ms Aoife Cooke from August 29th 2016.
			Appoint a full time Grade 3 Admin support (0.5 already approved to support Athena Swan initiative).			Skills set reviewed and full-time Grade 4 FTE sought and approved . Ms Tonya Watts commenced in post June 1st 2017.
			0.5 time Grade 4 Equality Manager /Analytics. This post is already in the HR budget.			

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RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
1.3 Committees All committees and working groups within the University (including the University Management Team, Academic Management Team, support and promotions committees and interview boards) should be comprised of a minimum of 40% women and 40% men by the end of 2016. Furthermore, a target should be established that by the end of 2018, 50% of the chairs of these major influential committees should be women.	VPED; any staff member who has responsibility for creating and constituting a committee, working group or selection board	Annual review of committee and working group composition should be built in to the annual self-assessment of committee effectiveness.	Committee Chairs	Annually	Second annual audit of committees and decision-making working groups is in train (between June and August) for 2018.	
		Change the HR policy on the composition of interview boards with immediate effect – Head of Equal Ops to link with the Director of HR and ensure that the new policy is drafted, approved, communicated to all academic and support managers and implemented for the beginning of this AY 2016/17.	Director of HR, Head of Equal Opportunities (HEO, OVPEd)	AY 2016/17	In place	
		Monitoring will be carried out at College level / SSDF by Deans/Directors/HR Business partners and at Institutional level by Academic Secretary and Office of COO.	Academic Secretary and Office of COO	Ongoing	In place	
		Take a census of all decision making university committees (school, college and university levels) by end of October 2016 and annually thereafter in June of each year.	VPED, HEO	Ongoing	Completed for 2016. Audit completed for AY2016/17 in Sept 2017. Second annual audit of committees and decision-making working groups is in train (between June and August) for 2018.	
		Chairs of committees with under-representation of either men or women to reconstitute the relevant committee with a minimum of 40% men and 40% women and confirm this with the VPED by the end of 2016 and annually thereafter. Where there are particular difficulties due to low numbers of either women or men in the relevant staff group the Chair should consult with the VPED.	Committee Chairs	December 2016	Annual audit of college & support committee composition is in train for 2018. Results will be reported to UMT, AMT Strategic, EDICC and EDIC. Elections to the reconfigured Academic Council (AC) took place in May 2018 and results were noted at AC in June 2018. Our new A,C with min 40% men and women members, will be in place for September 2018 - the beginning of AY 2018-19.	

		<p>Heads of Schools and Units, Deans of College and UMT need to constantly monitor the gender composition of working groups / task and finish groups any other groups established in the University. This should be added to KPI for managers across the University and linked to the PMDS process.</p>	<p>ALL in university leadership positions with monitoring oversight by VPED and HEO</p>	<p>Annually</p>	<p>Chairs of all committees and decision making working groups to review and confirm membership as an agenda item at first meeting of committee / working group at beginning of the Academic Year.</p>
		<p>Take census of committee chairs and put a succession plan in place to move to 50% of female chairs of all University, College, School and Professional Service Units committees.</p>	<p>UMT, VPED, HEO</p>	<p>AY 2016/17</p>	<p>Census of committee chairs progressed as part of audit of committee composition. In September 2017: chair of committees (for 78 committees): 47% female chairs, 51% male chairs, 2% co-chairs. Annual monitoring for 2018 currently in train (June - August 2018).</p>

R02		Policies and Procedures				
Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.1	Gender Quotas The University should introduce mandatory gender quotas for all academic promotion assessments and competitions. If necessary this policy can be phased in over a maximum of two rounds. The quotas should be based on the flexible cascade model i.e. the quota to be promoted should be based on the number of women eligible for promotion at the grade below.	Registrar and Deputy President, VPED, Rúnaí	Run the 2016/17 competition for SL using the improved, gender proofed, SL process and documentation – and the <u>quota approach</u> agreed for the 2013/14 round.	Registrar and Deputy President, (with support, where relevant, from OVPED)	By end of 2016/17	SL Promotions in 2016/17 round resulted in 57.6% of successful applicants being women. Application of agreed quota was not required in this competition.
			The quotas for female promotions for this 2016/17 promotions round to be agreed by Údarás na hOllscoile and Academic Council.	Registrar and Deputy President (with support, where relevant, from OVPED)	By end of 2016	Approved by Udárás na hOllscoile December 15th 2016
			Flow statistics from this 2016/17 round should help inform development of the cascade model for use in subsequent rounds.	Registrar and Deputy President (with support, where relevant, from HEO)		
			Immediately commence work on detailing what the cascade model approach would look like in next SL competition in NUIG.	Registrar and Deputy President (with input from VPED, HEO)		
			Develop the relevant documentation linked to a cascade model, including full information pack for applicants.	Registrar and Deputy President (with input from VPED, HEO)		
			Pilot a promotions round using the model.	Registrar and Deputy President	2018/19	
			Use this as an opportunity to review SL promotions process, in consultation with academic colleagues and the Unions.	Registrar and Deputy President	Over 2 year period	

		Personal Professorship and Established Professorship profile should be examined and reported to UMT, Academic Council and published on the Gender Equality web pages each year.	HEO	By the end of December 2016	Completed for AY 2017/18 and ongoing
		These competitions need to be examined with regards to what a cascading quota model looks like and how it can be worked in these competitions.	VPED	AY 2016/17	At present 40% of the SL population are women. Between 2015 and 2017, the Personal Professorship Promotions Board recommended 14 promotions to Personal Professor: 8 men and 6 women = 57% men and 43% women.
		Link with Deans of College and Heads of School to identify the next cohort of high performing female academics and develop mentoring and other relevant supports during AY 2016/17 in order to increase the pipeline of potentially successful female applicants for the PP/EP[1] competitions.	VPED, Deans, HoS	AY 2016/17	Initial discussion with the Deans commenced in early June 2017, and progressed over the summer, with a view to developing a support programme over the summer of 2017, for roll out in AY 2017/18. Pilot with a small number of candidates in hand and this action will be merged during this AY with the Athena Swan Action Plan.
		Link with COO and Heads of support units to identify next cohort of high performing female colleagues in support areas to develop mentoring and other relevant supports during AY 2016/17 in order to increase the pipeline of potentially successful female applicants to senior level support position competitions.	VPED, Heads of support functions	From AY 2016/17	This has commenced via the President's Award for Support Services and the mentoring programme offered via the 30% Club. NUI Galway participated for the first time in AY 2016/2017, with a second cohort AY 2017/18. In addition to this, on Nov 30th 2017, the University has launched a Career Pathways to Development scheme which seeks to provide the supports required by administrative staff in developing their careers.

[1] Established Professorship is a recruitment grade only - not a promotional grade

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2.2	Guidelines for Promotion The University should develop comprehensive guidelines and application support materials for all promotion schemes.	HR Training and Development in conjunction with the Registrar and Deputy President, COO, VPED	Examine current documentation and materials and make an assessment on whether they are fit for purpose (BB/AB, SL, PP).	VPED, HEO	By end of December 2016	All of these schemes have been reviewed and revised over the past two academic years. The need for a new SL scheme has been agreed with the Unions and work will commence in AY 2017/18.
			Draft, update and improve the relevant documentation and materials for the 2016/17 round of SL competition.	Registrar and Deputy President, COO (with input from the VPED and HEO where relevant).	By end of December 2016	Successfully completed in preparation for the 2016/17 SL promotions round opened in May 2017.
			Begin to do similarly, if required, with the Personal Professorship process.	Registrar and Deputy President, VPED	AY 2017/18	Initial discussion with the President's Office has commenced on this matter. In addition an excellence in teaching and learning scholarship track has been developed to PP routes available - i.e. Standard, Leadership and Fast track. This new track will be available from 2018 and will be supported via workshops and guidance from CELT.
			Work with COO to review the context, internal and external, of support services in terms of progression and promotion opportunities for staff. On the basis of this review, and where deficits are identified, develop a progression and promotions scheme for colleagues in support areas (see recommendation 3.4 below).	COO, VPED	AY 2016/17	See 3.4 below
			This scheme will also require relevant guidelines and dissemination of relevant information (see recommendation 3.4 below).			To be progressed. Dependent on action above.

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2.3	Academic Grades The University should review its academic grading structure and consider introducing, on incremental scales, new grades of Associate Professor and Personal Chair.	Registrar and Deputy President, President	Consult with various grades of academic staff across the University community with regards to this recommendation; given the history of the Associate Prof grade in NUIG.	Registrar and Deputy President	AY 2016/17	
			Proceed on the basis of this to consider a review of the NUIG academic grading structures.	Registrar and Deputy President, UMT	AY 2016/17	Cross-college consultations on the basis of short briefing paper prepared by VPED completed in all 5 Colleges. Feedback provided to the VPED from College Deans, Dec 5th 2017.
			On the basis of the outcome of this review, and if desired by the academic community, move to develop and introduce a new academic grading structure.	Registrar and Deputy President	AY 2017/18 and 2018/19	Consultation on the UCD experience on this matter was held in January 2018. Initial work on this has commenced in consultation with the Registrar and DP and Deans. It is agreed this needs to be developed in tandem with a new SL scheme.

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2.4	Workload The University should develop a set of core principles to underpin the individual workload models of Schools to ensure fairness, equity, balance and transparency.	Registrar and Deputy President	Review current documentation and practice around NUIG workload allocation models.	VPED	End of November 2016	Completed
			Develop a set of <u>draft</u> core principles, based on examples of external best practice and advice, to underpin these models. COST potential travel and consultancy (€5,000 once off).	Registrar and Deputy President with input from VPED	AY 2016/17	Draft Core Principles developed by VPED and Deans with input from Registrar and Deputy President June - August 2017
			Consult with the academic community on these principles via University and College Equality and Diversity Committees, School and College staff fora.	Registrar and Deputy President, VPED, Deans, Heads of School, Academic colleagues.	AY 2017/18	Consultation on draft principles completed with members of Colleges and Schools over Sept - Nov 2017.
			Implement by mapping current workload models onto the core principles and adjusting where necessary. Adjusted WAMs should be ready for workload allocation for AY 2018/19.	Registrar and Deputy President, VPED, Deans, Heads of School, Academic colleagues.	AY 2017/18	Cross-College consultation indicated that in addition to underlying principles there was a desire for Institutional level guidance on the operation of Workload Allocation Models inclusive of respecting and operationalising the agreed underlying principles. A working group was established in Jan 2018 and work has progressed to drafting and consultation on the required guidance. Town Hall meetings on the draft doc were held on April 26th and May 3rd 2018 and a meeting with staff unions on June 12th.

R02		Policies and Procedures				
Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.5	Bullying and Harrassment The University should review and update its bullying and harassment policies in accordance with legislation and best practice in the sector. A system of contact persons should be established. Training on the implications of policies should be provided for all staff engaged on University-related activities on and off campus, including field trips and clinical placements.	COO, Director of HR, VP Student Experience	HR Manager (Employee Relations) to establish small working group to draft revised policies, consult with staff representatives, Students Union, University solicitor and present to UMT for approval.	HR Manager ER	Revised timeline for Anti-bullying policy end of August 2018.	The draft anti-bullying policy has now been agreed by both Management and Staff representatives. Next steps are to engage in training of Contact Persons and general roll out training for the policy. It is anticipated that this training will be rolled out over the summer months and that the policy will take effect following that training. Work will now commence on drafting the new Staff Anti-Harrassment policy. Note: until such times as the revised policies are in place current staff policies on anti-bullying and anti-harrassment (2008) remain in place.
			Student-facing bully and harassment materials including relevant sections of the student handbook should be reviewed and updated where necessary.	VP Student Experience, Director of Student Services	December 2017	Work on this is now completed and the revised student policies have been approved by Academic Council in February 2018.
			Set up panel of contact persons - draft description of role and personal attributes, invite applicants and select gender balanced panel to represent 3 staff categories.	OVPED	By end of AY 2016/17 and ongoing	Panel of contact persons identified by end of August 2017.
			Provide training for contact persons and Heads of School Units in terms of the bullying and harassment agenda and relevant legal framework.	OVPED	rescheduled to 2018	

		<p>Relevant training should also be developed and integrated into induction for new staff and induction for all new post holders with line management responsibilities.</p>	<p>HR Training and Development</p>	<p>Developed and rolled out during AY 2017-18 and then an ongoing feature of induction in NUIG.</p>	<p>Yet to be progressed</p>
		<p>Develop a mediation policy as a form of alternative dispute resolution to resolve disputes at the earliest possible opportunity and to encourage parties to resolve their differences without having to go through a formal process. To be developed in tandem with establishment of contact persons initiative.</p>	<p>Director of HR, HR Manger ER with input, where relevant, from HEO.</p>	<p>End December 2017</p>	<p>This action is being progressed as part of revisions to the Anti-Bullying policy</p>

R02	Policies and Procedures Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS
2.6 Returners Fund The University should introduce a central fund to provide support to academic women returning from maternity/ adoptive leave to allow them to concentrate on key areas of their work and “buy out” some of their other roles for a minimum of one semester.	UMT	Put a fund in place with a specific budget line and appropriate controls.	VPED	From September 2016	Completed
		Develop a <u>simple</u> template to be filled in by the applicant, signed off by the relevant Head of School, in order to draw down this funding at a specified time within the first 3 months of return to work – or prior to leaving for maternity / adoptive leave if that is possible and more convenient for the applicant. Funding to a max of €10,000 and for purpose(s) determined by the applicant may be drawn down to support the female returner.	HEO in consultation with Management Accountant	September 2016	Completed
		The grant should be linked to specified, measurable research/scholarly outputs which are time-lined and integrated into PMDS. Estimated cost of this is currently approximately €90,000 annually.	Process should be overseen by HoS, Dean, VPED, Director of Management Accounting, in collaboration with HEO.	From September 2016	Grant draw down is now in its second year. In the absence of PMDS follow- up on impact will be initiated by OVPED by the beginning of AY2018-19.

R02		Policies and Procedures				
Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.7 Funding of Leave The University should review existing cover provisions for staff on maternity, adoptive and parental leave ensuring that those with young children are not disadvantaged and are supported to achieve an appropriate work-life balance. Where necessary, a central fund should be established to cover any additional costs associated with the replacement.	UMT	Provide full replacement cover for administration and professional services staff and enhanced cover for academic women on maternity leave (the latter should be on a par with the budget allowance for academic vacancies – currently 10K per semester) – this will enable teaching and administration duties to be fully covered in Schools and Units.	UMT	September 2016		
		The HR recruitment team processes and procedures <u>must prioritise</u> the filling of posts linked with maternity leave cover, in order to ensure that the relevant Unit or School benefits fully from the dedicated replacement cover.	COO, Director of HR, HEO	From September 2016	This is in hand but needs to be monitored	
		Impact of this measure on both staff satisfaction and student experience should be monitored via the normal survey mechanisms.	Director of HR, VP Student Experience, UMT – biannual staff satisfaction survey, Irish Survey of Student Engagement.	From AY 2017/18	Needs to be actioned and monitored via the next Athena Swan Staff survey	
		Savings from parental leave should be returned directly to the School or Unit in order to facilitate and encourage the taking of parental leave on the part of both male and female parents, whilst ensuring adequate cover within the School/Unit involved. Again a simple template should be developed as required for monitoring purposes. Central oversight/approval process will be maintained by the VPED who will then inform Management Accountant to move the budget from central budget to unit budget.	VPED, Management Accountant	From September 2016		
		Paternity leave support will form part of the agenda for the University Equality and Diversity Committee during AY 2016/17. This will then be costed and a proposal developed for Recurrent Budget Working Group.	VPED	AY 2016/17	Completed. Gov circular recommending top-up payment. Agreed by UMT Nov 2nd 2016. In place since Nov 2016. There has been a very significant increase in uptake to date.	

R02		Policies and Procedures				
Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.8	Core Hours The University should introduce a core hours policy across all areas which states that all committee meetings should be held during the core hours of 10 am to 4 pm. Where that is not possible at least two weeks' notice should be given.	COO, Registrar and Deputy President	Draft, approve, communicate and implement core hours meeting policy.	COO, Registrar and Deputy President	To be fully implemented by December 1st 2016	Approved by UMT Nov 2nd 2016 and continuing to be implemented across the University.

R02		Policies and Procedures				
		Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.9	Parent Support Programme The University should introduce a formal parent support programme.	VPED	Prior to 2016 NUI Galway already provided a number of elements of a parents support programme through its suite of family friendly policies. This was augmented by enhanced leave supports introduced as part of this action GEAP plan during AY 2016/17 and now mainstreamed across the University		AY 2016/17	
			Examine established models of parent support programmes and examples of good practice internationally and bench-mark NUIG provision against these programmes	OVPEd	End of May 2017	
			Continue to develop and refine our parents support programme over the current and next academic year 2017-18.	VPED, HEO, HR	AY 2016/17 AY 2017/18	
		This programme now has a number of additional measures and elements including the following:				
			Supported parental leave	VPED, HEO, Director HR	Actioned September 2016	
			Supported maternity leave	VPED, HEO, Director HR	Strengthened and enhanced	
			Supported paternity leave	VPED, HEO, Director HR	Two weeks full salary supported paternity leave approved by UMT and instituted from October 2016	
			Return to work programme for returners (maternity, adoptive / carers leave) (1 day immersion programme for example)	VPED, HEO, HR Training & Development	To be developed and rolled out during AY2016/17	First programme (Ramp-up) ran on Feb 8th 2017 - 100% positive evaluation from participants. Second programme ran on Oct 25th 2017. A third programme ran on May 2nd 2018. Feedback continues to be resoundingly positive.

		Workshops for Line Managers in supporting working parents	OVPED	AY2016/17	First workshops ran on March 8th 2017. 39 participants. 100% positive evaluation. Second 2-workshop programmes ran Oct 11th 2017 - and opened to sectoral and local business partners - 100% positive evaluation. Third workshop ran May 1st 2018. Number in May only supported 1 workshop - extend to research community.
		Appropriate facilities on campus for nursing mothers – staff and students – under development.	VP Student Experience, Director of Student Services, VPED, HEO		Work underway with AMF in Buildings & Estates to have min. of three such facilities available and fully functioning on campus. Currently available facilities are in place in AP Engineering Building, Wellness Room, Kingfisher and ILAS.
		Develop a set of policies to address maternity leave for undergraduate students	VP Student Experience, Director of Student Services, HEO		To be actioned
		In collaboration with the University Women's Network and the Staff Social Club, stimulate the establishment of a parents support group/network on campus.	OVPED in partnership with UWN and Staff Social Club		Family Christmas gatherings held in Dec 2016 and Dec 2017, summer party July 15th 2017, with a second scheduled for summer 2018. Breast feeding support group established by UWN, supported by VPED, and running monthly.

R02		Policies and Procedures				
Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.10	Role Models Management at all levels should ensure that women are visible throughout the University and that there is gender balance in all public facing functions and activities, including on the web.	All members of UMT, all Heads of functions, VPED	Remind colleagues at least once per semester via the Equality and Diversity committee structure that this is everyone’s responsibility.	All		
			Identify a champion in each School and Unit to monitor this from a School, Unit and Institutional perspective and seek submissions, details, and comments on this matter to the Equality and Diversity committee chairs – School/Unit, College, SSDF and University Committee annual data gathering required.	OVPED	Annually in preparation for and as part of the Equality and Diversity Report to Údarás.	This is being progressed via the School/Unit/College EDI committees and will be fully in place by end of AY 2017/18. Inaugural NUI Galway/Athena Swan Women in Leadership Seminar held on Oct 3rd 2017. NUI Galway / IWF Women in leadership event held on April 26 the 2018.
			Plan for 50/50 representation of women and men on podium parties for graduations, awards and so forth.	All organisers supported by Marketing /Comms Office	Ongoing	Policy on gender balance on podium parties and presenting at conferring ceremonies approved by UMT in May and active from June 2018 conferring ceremonies.
			Use opportunities such as proposals to the Naming Committee to profile women of achievement in our history.	All, Oversight by VPED.	Ongoing	
			Capitalise on external funding calls and research opportunities to do likewise. This should be linked with KPIs at individual, School, College and University levels.	All	Ongoing	
			Seek philanthropic support to fund initiatives such as the development of an International Women’s Week Programme, inclusive of International Women’s Day activities, portraiture and research work in this area.	CEO Galway University Foundation in collaboration with relevant colleagues.	Commenced in August 2016 and ongoing	

		<p>Develop a high profile mentorship programme for women academics and involving members of the European Women Rectors Association. Estimated cost €10K to cover travel and subsistence for external mentors to come and spend time in NUIG.</p>	OVPED	AY 2016/17	<p>Initial guest visit progressing via European Women Rectors Association contacts. First visiting female European Rector met with female SLs and Profs on 3rd October 2017. NUI Galway Athena Swan Women in Leadership Annual Seminar series commenced Oct 3rd 2017. A similar visit by Rector Anne Du Paepe, University of Ghent is being scheduled for Autumn 2018.</p>
		<p>Develop a high profile mentorship programme for women in support units via involvement in the 30% Club Mentoring Programme with IMI, senior female leaders in the International Women's Forum (IWF), Women's Executive Network (WXN). Estimated cost €10k to cover travel and subsistence for external mentors to come and spend time in NUIG.</p>	OVPED	Commencing AY 2016/17	<p>NUIG colleagues have participated in the 30% Club mentoring programme from April 2017. Successful conclusion to discussions with the International Women's Forum (IWF) with a visit to NUI Galway on April 26th 2018. To date 57 women across academic and professional services roles have participated in the Aurora programme inclusive of mentoring experience.</p>
		<p>Develop an Adjunct / Visiting Prof programme linked to this agenda which should, where appropriate, feed into the established NUI Galway Public Lecture Series. Estimated cost €5,000.</p>	OVPED	AY 2017/18	<p>Initial interest from Prof Kristin Ingolsdottir, First Female Rector, University of Iceland in getting involved as a visiting Prof to support women's leadership initiatives and capacity building. Kristin visited NUI Galway in Oct 2017 and met senior women in STEMM. This link was progressed at the EWORA Conference in May 2018.</p>

R02		Policies and Procedures				
		Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
2.11	Gender Impact Assessment A Gender Impact Assessment should be undertaken of the criteria used in all promotion and appointment policies and procedures within the University for all grades of staff, in order to ensure that they are gender-neutral and their implementation will not lead to unintended differential impacts on women and men.	VPED	Review all HR policies, including promotion policies. This review should include an annual review requirement of all policies.	Director of HR	AY 2016/17	In hand, with initial focus on the SL and PP promotions policies.
			Ensure all HR policies are up to date with current legislation and advised good practice.	VPED, HEO, Director of HR	End of December 2016. Revised timeline end of February 2017 for Bullying Policy. Time line for full completion September 2018.	Commenced with Bullying and Harrassment policies. New Anti-Bullying policy approved April 2017. Work to commence on Harassment policy revisions. Work in train on a review of key policies. A new gender identity policy developed by the OVPED in consultation with all key stakeholders was approved by UMT on June 26th 2018.
			Carry out Gender Impact Assessment on all HR policies.	OVPED	AY 2016/2017 and 2017/18	Commenced with SL promotions process and will be progressed during AY2017/18
			SL promotions policies reviewed and Gender Impact Assessment carried out by both internal and external experts.	Director of HR, Equality Officer, Registrar and Deputy President.		Completed June 2016
			PP promotions policy – Gender Impact Assessment.	HEO, VPED	By end of AY 2016/17	

R03		Capacity building and training				
		Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.1	Unconscious bias training Annual unconscious bias training should be compulsory for all members of the University and Academic Management Teams, Heads of School, Deans of Colleges, Chairs of Committees, members of interview and promotion boards/panels, and other senior decision-makers.	HR Training and Development	HEO, VPED to seek report from HR Training and Development on the uptake of unconscious bias training to ensure that the requirement for all members of University Management and AMT, HoS, Deans, Chairs, assessors, etc. has been met.	OVPED	Dec-16	Since October 2015, five tranches of “Unconscious Bias Workshops” have taken place in NUI Galway with a total of 378 senior managers, heads of schools, units and interview panels attending training to-date. 253 colleagues have also availed of the online module on UCB. UCB face-to-face training scheduled for AY 2017/18; with the second series of workshops delivered on May 15th 2018.
			Seek schedule of training and costing for the continued roll out.	HEO	September 2016	
			Ensure that we are building internal capacity to keep this training up to date and sustainable for NUIG.	HEO	October 2016, ongoing	Online support module available from AY 2016/17, monitoring and updating will be overseen by HEO and HR Training and Development. AS (Ireland) funded a Train the Trainers Programme for Irish HE sector - run in May 2018. OVPED has two members of staff take this training in order to build in-house capacity.
			Work with the Students Union, Director of Student Services and the VP Student Experience to roll this training out across all student-facing staff.	HR Training and Development, OVPED, VP Student Experience	Over the coming two academic years and ongoing	UCB training now open to all staff and Post Docs and to teacher education students in NUI Galway.

R03		Capacity building and training				
Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.2	Management The University should develop and implement a comprehensive and integrated induction programme for all staff assuming leadership roles.	HR Training and Development		HR Training and Development, Registrar and Deputy President, OVPED	AY 2017/18	Coaching and mentoring continues to be available for academic staff as requested. The integrated leadership induction for new Deans and Heads of School 'The First 100 days' initiative will be made available to all Deans and Heads of Schools. The process involves the provision of formal coaching, and attendance at formal leadership training programme, i.e. the Leadership Foundation. A Working Group has been established to commence the work on building a Coaching and Mentoring Framework for all staff.

R03		Capacity building and training				
Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.3	Competency Framework The University should finalise and implement the competency framework for each grade of support staff.	HR Training and Development	The framework is near completion and will be piloted in Academic Administration.	COO, Director of HR	Not yet possible to indicate a revised timeline for completion	Draft competency framework is ready for consultation. A number (5) of "refresher" sessions (about 1 - 1.5 hours each) are planned with the original focus groups who were consulted on the development of the material. The purpose of these sessions is to (a) inform that the development of competency model is progressing; (b) to review their input and (c) to review next steps.
			OVPED to review from equality perspective before pilot phase.	HEO	Dependent on completion of action above	Dependent on completion of action above
			OVPED to continue to monitor impact of the implementation of the competency framework on appointment, progression and promotions of professional services staff from a gender equality and diversity perspective.	HEO, VPED	Dependent on completion of action above	Dependent on completion of action above

R03	Capacity building and training Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS
3.4 Professional Services Staff Promotions Scheme The University should introduce a promotion scheme for support staff	COO	Review internal and external context of progression and promotion opportunities for professional services staff.	COO	By end of 2016	Completed
		Examine newly developed schemes for progression and promotion for professional services staff, such as that recently introduced in TCD.	COO	By end of 2016	Completed with one university scheme being identified as closest fit for NUI Galway
		On the basis of this review determine what is required in the NUIG context. Draft consult on and pilot NUIG scheme.	COO, Director of HR	AY 2016/17	There are promotional opportunities available via leave cover and staff turnover (in excess of 77 such promotional opportunities over the past year). In addition to this, promotion schemes in other Irish universities have been examined and a model identified. The Acting Director of HR has shared an outline of a potential promotion scheme with the EDICC, Support Services Committee and Support Services Directors Forum. A meeting was held with Employee Representatives on April 17th and there will be follow up meetings to continue to progress this important area. Foundation stones for the scheme will be agreement on a competency framework for support service grades, agreement on PMDS so that performance and development plans can be put in place to support the development of support services staff. In addition to this the University launched a Career Pathways to Development scheme which seeks to provide the supports required by administrative staff in developing their careers.
		Roll out scheme across professional services.	COO	AY 2017/18	Dependent on completion of action above

<p>HEA Rec. 1.19: To drive change through the use of positive action interventions for non-academic staff. NUI Galway rephrases this as follows: To drive change through the use of positive action interventions for professional services staff</p> <p>Recommendation: At the final selection step in the appointment process for non-academic positions where the salary scale reaches or exceeds €76,000, in so far as is</p>	COO, UMT	Review and gender proof all recruitment documentation.	HR Recruitment Manager, HEO	By end of October 2016 for current competitions and then ongoing	This is in progress but considerable work remains to be done.
		Director of HR to monitor application for these posts carefully.	Director of HR	As competitions arise	This is now being monitored and reported to VPED
		Applicant pool should show strong gender representation if not full gender balance.	HR Business partners		This has been flagged to Support Services Directors and discussed at Academic Council, Oct 2017.
		Shortlisting should generate at minimum a gender represented, if not fully balanced, shortlist. If this is not possible a decision to re-advertise and include shortlisted candidates in the next competition is strongly recommended.	HR Business Partner and Head of relevant service.	For each competition	This has been flagged to Support Services Directors. This is on the agenda to discuss with Trade Unions as it will impact on recruitment practice for AO posts. Gender breakdown of applicants to all posts is available on request from HR

	<p>possible, the final pool of candidates must comprise an equal number of women and men.</p> <p>If it has not been possible to achieve gender balance at the final selection step, the interview panel must account to the Governing Authority or equivalent for why this was not possible.</p> <p>Timeline set by HEA: from 2016 (including competitions already underway)</p>	<p>If required in order to generate a stronger, more balanced pool of candidates all available, relevant external networks should be used and where necessary advice sought from an appropriate executive search company.</p>	<p>Director of HR, Head of Recruiting School/Unit</p>		<p>To be actioned immediately and confirmed</p>
		<p>In the event of gender balance at the final selection step not being achieved, the interview panel must account to the Governing Authority or equivalent for why this was not possible.</p>	<p>Chair, Interview Panel as part of annual equality and diversity report to Údarás na hOllscoile</p>		<p>This is now being monitored and reported to VPED</p>

HEA Recommendation

1.20 Combat stereotyping of 'female' and 'male' roles and horizontal segregation among non-academic staff.

Recommendation:
Over time, achieve greater gender-balance at all career levels (pay grades) within the institution.

From 2016

To be actioned

R03		Capacity building and training				
Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.5	Mentoring The University should extend and promote the mentoring system for all staff and provide training for both mentors and mentees.	HR Training and Development	Audit current mentoring programmes on offer at School/Unit/College/Institution levels.	HR Training and Development	By end of November 2016	
			Review effectiveness of current offering across the University.	HR Training and Development	By end of December 2016	A mentoring scheme is in existence in the University since 2011. This scheme was reviewed in 2014 and a series of recommendations made to enhance the scheme and improve uptake. The Mentoring policy and procedure has been revised to reflect feedback, enhance the process and takeup. The main changes are around frequency of meetings and the role of the line manager. The revised policy will be circulated to Priorities for comment and sign off. In the meantime, mentoring training is being scheduled for potential mentors and mentees.
			Identify trained mentors currently available.	HR Training and Development	By end of December 2016	Mentoring at organizational level is now being driven more closely as part of the HR business partner service to Schools and Colleges supporting both the mentoring process and individual development plans being put in place. Identification of cohort of trained mentors is a work in progress.
			Identify colleagues interested in acting as mentors for colleagues at NUI Galway.	HR Training and Development	AY 2016/17	This is in train via the identification of mentors for the Aurora and 30% Club programmes. A cohort of trained mentors now exist in NUI Galway who could support a University-wide mentoring programme. A series of training workshops for both prospective mentors and mentees is being run Feb - April 2018

		<p>Identify colleagues interested in being mentored over the coming academic year.</p>	<p>HR Training and Development, OVPED</p>	<p>AY 2016/17 - 2017/18</p>	<p>Recent consultation by VPED with both the female SL and members of the Professoriate indicates that there is considerable interest in and need for mentorship. HR will drive this agenda in collaboration with Deans of College, OVPED and SSDF. A coaching and mentoring working group has been established to build a Coaching and Mentoring Framework to support all staff . This continues to build upon and augment such programmes as Aurora and the 30% Club/IMI mentorship programme that NUI Galway is participating in, and members of the working group have come from attendees on both of these programmes.</p>
		<p>In consultation with IUA and/or 30% Club develop and deliver mentorship training for both mentors and mentees.</p>	<p>HR Training and Development</p>	<p>AY 2016/17</p>	<p>NUI Galway participating in 30% Club/ IMI mentorship programme from AY 2016/17.</p>
		<p>Commence a cross-university mentorship programme prior to end of AY2016/17</p>	<p>HR Training and Development, OVPED</p>	<p>Revised to AY 2017/18</p>	<p>A coaching and mentoring working group has been established to build a Coaching and Mentoring Framework to support all staff</p> <p>This continues to build upon and augment such programmes as Aurora and the 30% Club/IMI mentorship programme that NUI Galway is participating in, and members of the working group have come from attendees on both of these programmes.</p>

R03		Capacity building and training				
		Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.6	Women's Leadership Programme The University should actively support women to develop their leadership skills through increased participation in the Aurora programme.	VPED, Registrar and Deputy President, COO, Equality Officer	Ensure that the Aurora programme is well advertised in a timely manner to enable female colleagues across the University to alert their managers to their potential interest in the programme.	OVPED	As early in each academic year as the information is available – but at least 12 weeks prior to the programme	
			Encourage managers and colleagues at all levels in the University to identify female colleagues that may be interested in / may benefit from participating in the Aurora programme. Such individuals should be encouraged to apply to the open competition where applicants are assessed by an independent panel. This should also be built into PMDS discussions with managers encouraging female colleagues to apply for the Aurora programme.	Academic Council, Equality Web Pages, direct communication with Heads and Deans, HEO.	At the beginning of each academic year via all available channels of communication.	The 2017/18 Aurora programme is now completed with mentorship continuing for a further 10 months or so. To date NUI Galway has supported 58 female colleagues in completion on this programme since the programme commenced in 2014.
			Matched funding (50% of cost) to be provided from OVPED (estimated total cost in AY 2016/17 €30K).	OVPED	AY 2016/17 and ongoing	
			Provide support, including matched-funding, from each major unit, all schools and faculties for selected members of their female staff to attend the Aurora programme annually. To be administered and managed by the OVPED.	OVPED	AY 2016/17 and ongoing	
			Develop and administer selection process – HEO. Semester 1 of relevant academic year.	OVPED		
			Seek to build internal capacity to provide senior level Leadership programmes for staff of all genders.	VPED	From AY 2017/18	

		<p>Aurora is only one example of development that supports women in leadership – or with leadership aspirations. In collaboration with the Registrar and DP and COO models of leadership development should be examined / developed to be led by, or significantly feature, senior women who are established leaders – such as members of the European Women Rectors Association (EWORA), in the academic arena, and/or IWF/ WXN Ireland Top 25 award winners, for a broader base appeal and skill set. Collaboration should be established in order to provide effective leadership development, for all colleagues, which is female-led and modelled on the experience of women in leadership. This would put NUI Galway in the lead in this area nationally & internationally and provide excellent development opportunities that will equip the NUI Galway community for succession planning for a more gender balanced organisation and world. Initial cost personal / institutional membership of the organisations (e.g. VPED personal Associate Membership of EWORA is currently €150 and institutional membership is €1,000) plus an allowance to attend 1-2 meetings annually.</p>	<p>VPED, COO, Registrar and Deputy President</p>	<p>From AY 2016/17</p>	<p>Associate membership of EWORA achieved and development work in train. NUI Galway/Athena Swan Women in Leadership Seminar Series was launched on October 3rd 2017 with the inaugural seminar being given by Prof Kristin Ingolsdottir, first female rector of the University of Iceland (2005-2015).</p>
		<p>Develop the NUI Galway equivalent to The Promotion Project (Rice C. 2011)[1]</p>	<p>VPED and College Deans</p>	<p>From AY 2016/17</p>	<p>Initial work has commenced on this with Deans in June 2017. Consultation held with female SLs in August 2017 and the female professoriate in September 2017. Rector Curt Rice visited NUI Galway on 11th June 2018.</p>

[1] The Promotions project is a programme of direct intervention, developed by Prof Curt Rice, University of Tromsø, Norway, for identified high potential, female academics, to encourage them to engage in prescribed, development activities to help fast track promotions. Further detail available at: <http://curt->

R03		Capacity building and training				
Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.7	Research Staff Development Centre The University should establish and resource a centre for research staff which supports their career development and integration into the University	Vice President for Research, HR	Prepare an overview/inventory of the researcher training currently provided by the University.	Dean of Graduate Studies, HR Research Officer	December 2016	
			Develop a strategy on researcher training.	Vice President for Research, Dean of Graduate Studies	AY 2016/17	
			Define implementation costs and develop a resourcing model.	Vice President for Research	AY 2016/17	
			Establish Researcher Development Centre	Vice President for Research, and Dean of Graduate Studies	AY 2017/2018 and 2018/2019	Head of RDC position was filled in May 2018. Second post to be considered at next recurrent budget subgroup of UMT meeting.

R03		Capacity building and training				
Introduce initiatives across the University to support gender equality and ensure that all staff are appropriately trained						
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
3.8	Postgraduate Research Students The Dean of Graduate Studies, the Vice President for Equality and Diversity, and the Students Union should work together to provide a stronger sense of community among postgraduate research students.	VPED, Dean of Graduate Studies, PG Student Representative Údarás, SU	Meet with the incoming Sabbatical Officers of the Student Union to ensure engagement and support.	VPED, Dean of Graduate Studies, SU sabbaticals	Summer of 2016 and ongoing.	Dean of Graduate Studies meets with PGR student reps on Udaras, Academic Council and Graduate Studies Board regularly.
			Canvas the PGR students with regards to what would enable a greater sense of community.	Dean of Graduate Studies, SU	ASAP; but by the end of 2016	NUI Galway was the only Irish university to participate in the UK/international Postgraduate Research Experience Survey (PRES) 2017, with a 49% response rate. Responses have been analysed by Colleges, action plans drawn up and communicated to PGR students. PGR students were included in the National Student Survey for the 1st time in 2018.
			Ensure mandatory induction prior to full registration for research degree – and include a social element to this induction to enable a bit of networking and identification of PGR cohorts with each other as part of a PGR community.	Dean of Graduate Studies	From Sept 2016	All incoming research students are required to attend Orientation sessions (organised by the Graduate Studies Office and Colleges three times a year). Lunch is provided and networking is encouraged. Graduate Studies, Colleges and Research Institutes also arrange training events throughout the year where students have opportunities to mix.

		<p>Work with the SU and Staff Social Club Committee to explore the potential for PRG/ Post Doc events that would enable further growth of a sense of a PGR community and facilitate greater awareness of cultural diversity and international agenda.</p>	<p>VPED, Dean of Graduate Studies, SU, Staff Social Club Management Committee</p>	<p>AY 2016/17</p>	<p>PGR student rep on Athena Swan SAT and Academic Council runs PubhD:PubhD is essentially an informal gathering of researchers from different disciplines, it is a monthly event where we aim to get research students and staff to talk about their research to the public and researchers in other fields. This is very informal and involves three researchers talking on the night for about ten minutes to a lay audience without the use of PowerPoint. There is then around 20 minutes of questions and answers around the topic. It is a great way of getting the postgraduate community and researchers from different backgrounds too meet. The Dean of Grad Studeis held first event in early March, with a good turnout of about 30 or so people. It's a great way to enhance postgraduates socialising. The SU also run regular Karaoke nights for postgrads, i.e. 'Postgradaoke' in Sult – usually on the last Friday of every month. 'Bright Club' is also open to postgrads.</p>
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R04		Monitoring and implementation				
		Monitor progress towards the elimination of gender inequality through the regular collection and analysis of detailed data and the development and implementation of a comprehensive Gender Action Plan				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
4.1	Data Collection The University should regularly collect comprehensive quantitative and qualitative data relating to gender equality and use it to monitor progress over time. The Vice President for Equality and Diversity should present an Annual Report on progress to Údarás na hOllscoile.	VPED	Prepare a submission, with business case, to the IT Planning & Priorities committee that specifies the requirements for the technological infrastructure required to enable the appropriate data collection and reporting.	COO, Director of ISS	By end of 2017	Hierarchy IT project to record and report on recruitment and headcount data by gender and staff category is complete. This mechanism needs to be extended to include research recruitment posts by 31 December 2018.
			On the basis of approval by the IT Planning & Priorities committee deliver the solution required to enable appropriate data collection and reporting	COO, Director of ISS	Timeframe and cost to be advised as part of the IT P&P process	
			Ensure the appropriate intellectual input in scoping the required reports from the system, including those needed to support Athena Swan and Juno applications plus monitoring of recruitment processes for equality and diversity purposes.	VPED, HEO, Director of HR	From September 2016	
			Ensure staffing capacity to compile and analyse the relevant data and contribute to annual report development and support of Athena Swan institutional and Departmental submission plus other relevant reporting for HEA and QQI. There may be incremental resource required to achieve this (i.e. we need to size the effort, then deliver the capability).	COO, VPED, UMT	AY 2016/17	
			Produce the required annual report for Údarás na hOllscoile.	HEO, VPED	Annually	

R04		Monitoring and implementation				
		Monitor progress towards the elimination of gender inequality through the regular collection and analysis of detailed data and the development and implementation of a comprehensive Gender Action Plan				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
4.2	Gender Action Plan The University, under the leadership of the Vice President for Equality and Diversity, should develop a comprehensive Gender Action Plan which incorporates the recommendations in this report together with actions being developed as part of NUI Galway's next application for an Athena SWAN Bronze award.	VPED	Consult as widely as possible with members of the University community to identify perceived priorities for immediate action under the Gender Action plan.	VPED	July and August 2016	
			On the basis of this consultation, relevant national and international literature and examples of good practice, the HEA Review Report (2016) and taking the Report of the Gender Taskforce in its totality, draft a comprehensive gender action plan for NUIG.	VPED	August / September 2016	
			Present a developed draft of the Gender Action Plan to UMT for comment and input.	VPED	September 6th 2016	
			Present completed Gender Action Plan to UMT for approval.	VPED	September 20th 2016	Approved by UMT Sept 20th 2016
			Present completed action plan to sub-committee of Údarás na hOllscoile on October 11th 2016 for consideration and input prior to the full meeting of Údarás on Nov 1st 2016.	VPED	October 11th 2016	
			Present UMT approved Gender Action Plan to the Academic Council.	VPED	October 12th 2016	
			Present final version of the Gender Action Plan to Údarás na hOllscoile at its first meeting in the AY 2016/17.	VPED	November 1st 2016	Gender Action Plan approved by Udárás na hOllscoile on November 1st 2016. Available on the OVPED web pages: and update on progress every two months

R05		Review of Recruitment Process				
		To ensure that equality and diversity are core principles underpinning all elements of our recruitment policies and processes.				
RECOMMENDATION	LEAD	ACTIONS	RESPONSIBLE	TIMELINE	PROGRESS	
5.0	Director of HR, COO	Develop guidelines that advise on appropriate and effective approaches to use in recruitment of staff – formal and informal – from the use of professional networks, to effective advertising, to use of executive search companies / facilities.	Director of HR	AY 2016/17 Revised timeline AY 2017/18	This is being actively worked on as part of the new Athena Swan Action Plan (2017 - 2021), in the form of a Recruitment Tool Kit. To be completed and ready for use during AY 2018-19.	
		Consider application pipeline gender quotas for identified posts / disciplines.	VPED, HEO, Director HR	December 2018	This is now an action on the Athena Swan Action Plan (2017-2021) and will be actioned during 2018.	
		Develop guidelines that advise on sources of potential interview panel members in disciplines and areas where one gender predominates, to the extent that the low numbers of staff from the other gender in that area may be at risk of significant interview burden which is detrimental to managing their workload – e.g. senior women in all areas, women in Engineering, men in Nursing and Midwifery / Health Sciences.	Director of HR	AY 2016/17 Revised timeline 2017/18	This is being actively worked on by the Recruitment team, HR. Update required.	
		Develop and enforce principles around the short-listing process which, except in exceptional circumstances which are signed off by the President, prevents a short-list composed of only one gender for high level posts being processed and the resulting candidates taken to interview.	Director of HR	AY 2016/17 Revised time line AY 2017/18	This has been flagged to Support Services Directors. This is on the agenda to discuss with Trade Unions as it will impact on recruitment practice for AO posts. Update required.	

		<p>A supportive and flexible approach must be taken to accommodating holiday and other significant commitments of <u>both</u> internal and external shortlisted candidates in terms of setting presentation and interview dates. One way to try to facilitate this is to advertise the anticipated interview date with the job advert – so that potential candidates have as much prior notice as possible of the likely interview date. Where this does not assist candidates other approaches, in addition to the current offer of video conference, should be offered - even when this may result in a second, onsite interview being required. The impact of this and other such measures should be explored as soon as possible and the relevant guidelines developed and disseminated across NUIG.</p>	Director of HR	From AY 2016/17	Update required.
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		Director of HR, COO	To ensure that equality and diversity are core principles underpinning all elements of our recruitment policies and processes.	TBC	TBC	<p>HR ensure that all interview panels are gender balanced. There are some potential issues in the manner in which competitions for roles are run. For example;</p> <ul style="list-style-type: none"> o The current situation is that administrative roles are advertised to administrative staff in a first round, research staff in a second round, before being advertised to the public. o There is potential inequality in this process as University research staff and technical staff are put at a disadvantage in applying for roles and progressing their careers. o The delays that this process inevitably introduce put an additional workload on other staff members. o The scheme requires review with employee representatives who currently do not wish to see any change in the process. <p>In addition to this HR require “gender neutral” role definition examples from the OVPED that can be used in job adverts. Work has commenced on producing a gender equality Toolkit for the HR recruitment team via the Athena Swan Action Plan - see above.</p>
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