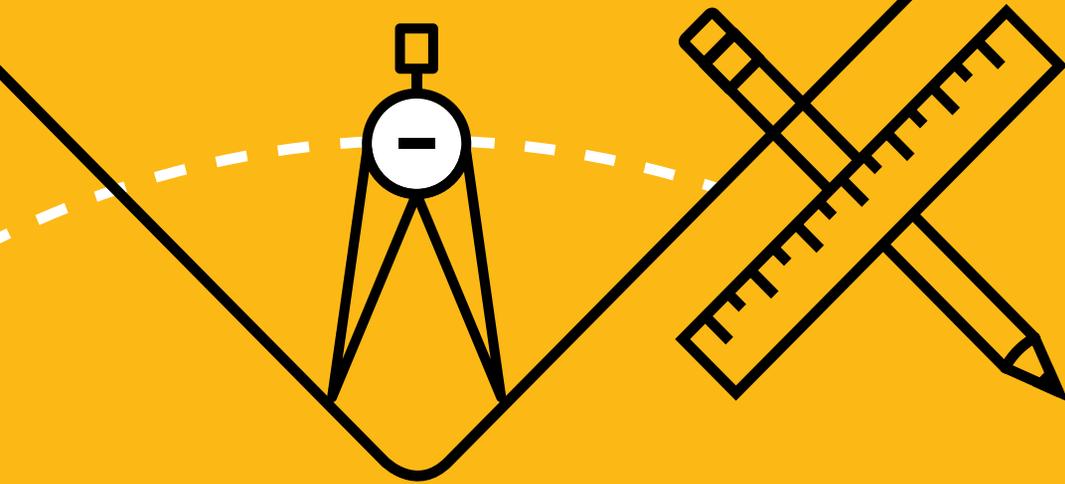


IMPLEMENTATION PLAN MEASURING AND MONITORING PROGRESS



It is positive that the HEA is carrying out this survey, but vital that the HEA follows up with implementation and monitoring of affirmative measures to address gender inequality in Irish higher education – it has to be about real change and not just window-dressing.

RESPONDENT TO THE NATIONAL ONLINE SURVEY, 2016

(FEMALE, NON-ACADEMIC/SUPPORT, FULL-TIME,
PERMANENT/MULTI-ANNUAL)

Implementation Plan – measuring and monitoring progress

The Expert Group's recommendations provide an informed and considered basis for a collective, participatory, national approach to attaining gender equality in Irish higher education, but the achievement of true gender equality in Irish HEIs requires systematic positive action from all stakeholders.

It is expected that the HEA will liaise with the DES, the HEIs, research funding agencies and other key stakeholders to develop a detailed implementation plan. This plan will include a robust system of follow up evaluation and performance monitoring linked to funding through the HEA's strategic dialogue process.¹

A robust system of measuring and monitoring would include:

- ▶ An **annual review of HEI progress on gender equality**, including:
 - Submission to the HEA, and annual publication, of institutional 'staff data returns' and 'governance and management structures' by gender;
 - Updates on the status of Irish HEIs application to and success in Athena SWAN;
 - Regular meetings of the national committee of HEI vice-presidents for equality.

- ▶ The **Strategic Dialogue process**, including:
 - Development of a Key System Objective for gender equality in the Higher Education System Performance Framework, including high level indicators and monitoring indicators;
 - The development of agreed targets and indicators of success for inclusion in the HEI compacts with the HEA.

- ▶ **Full review** at the end of three years:
 - As part of the Strategic Dialogue process, HEIs will be at risk of funding being withheld, if they are not addressing gender inequality sufficiently;
 - Review of HEI Athena SWAN status;
 - Research-funding agencies to consider linking Athena SWAN status to funding;
 - Reconvening the Expert Group to assess progress;
 - National Online Gender Equality Survey repeated;
 - Publication of review results;

- ▶ **Full review every three years thereafter.**

¹ The higher education Performance Funding provides incentives for HEIs to improve overall performance in accordance with their own strategies and is allocated based on performance against agreed targets and indicators of success as proposed by the HEIs.