

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 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 |
| 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 | Dec-16 | |
| 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 | In hand Colleges and support unit committee composition achieved by Dec 2016 deadline - Work continuing with Academic Council membership and sub-committees of Údarás to achieve min. 40% requirement |

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

| R02 Policies and Procedures | | | | | | |
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| 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, Vice President Equality and Diversity, An Rúnaí | Over next two SL promotion rounds | |
| 2.2 | Guidelines for promotion | Deputy President and Registrar, COO in conjunction with Human Resources Training and Development | 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/Chief Operating Officer, Vice President Equality and Diversity (VPED) | As above | |
| 2.3 | Academic grades | Deputy President and Registrar, 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. | | Early consultation initiated by the VPED |
| 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 | AY2016/17 | Draft core principles drafted by VPED and out with Deans for consultation with College executives. Comment and |
| 2.5 | Bullying and harassment | COO, Director of HR, VP 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. | Chief Operating Officer/Director of Human Resources/VP for Student Experience, VPED | By December 2016. Revised time line for both policies end of August 2017 | In progress - new anti-Bullying policy approved by UMT on April 18th 2017. Recruitment and training of Contact Persons needs to ensure. Work must commence on revision of Harassment policy |

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| 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 1st 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 0216 |
| 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. | Chief Operating Officer/Registrar and Deputy-President | To be fully implemented by 1st December 2016 | Core hours policy for meetings approved by UMT on Nov 2nd. 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. | Vice President for Equality and Diversity | AY2016/17 | Work underway in collaboration with the University Women's Network and the Staff Social Club. Formal line managers training programme in place |
| 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. | Vice President for Equality and Diversity | From AY 2016/17 | In hand, with initial focus on the SL promotions policy |

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| R03 | Capacity building and training Introduce initiative 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. | Human Resources Training and Development with input from the Equal Opportunities Unit | From AY 2015/16 | Training given to all senior managers, interview and promotion panel members in AY2015/16. The schedule is rolling out for 2016/17. Online resources will support this activity |
| 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. | Human Resources Training and Development | To be developed and ready for roll out by the end of AY 2016/17 | Initial discussions have taken place involving the Registrar, COO and VPED. A training needs assessment will be carried out to define key requirements for staff who assume leadership roles. This assessment will support definition of a new Manager Induction training programme. |
| 3.3 | Competency framework | HR Training and Development | The University should finalise and implement the competency framework for each grade of support staff. | Human Resources Training and Development | AY2016/17 | Progress had stalled, no timeline in place for completion of framework |
| 3.4 | Support Staff Promotion Scheme | COO | The University should introduce a promotion scheme for support staff. | Chief Operating Officer | Review sectoral best practice and determine appropriate approach for NUI Galway and pilot during AY2016/17 | The HR team, lead by the COO, will visit both UCC and UL to review the promotion schemes they have recently introduced with a view to introducing a promotion scheme at NUIG. |
| | HEA Recommendation 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, | ASAP but by end | 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 |

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| | HEA Recommendation 1.20: Combat stereotyping of 'female' and 'male' roles and horizontal segregation among non-academic staff | | Overtime, achieve greater gender-balance at all career levels (pay grades) within the institution. | | | To be actioned |
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| 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. | Human Resources Training and Development | AY 2016/17 | An initial scoping exercise on the demand for mentoring will be carried out leading to the development of a mentoring scheme which will be piloted and introduced in AY 2016/17. This will build on both the Aurora Programme and previous experience in the University |
| 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. | Vice President for Equality and Diversity/Registrar and deputy-President/Chief Operating Officer/Equality Officer | | In hand. 15 women went through the Aurora Programme in AY 2015/16. A further 20 are participating in the programme in AY 2016/17. Save date message for AY2017/18 issued |
| 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 AY216/17 | Initial scoping exercise and feasibility study completed for researchers with the aim of developing a strategy and linked resourcing model in 2016/17. |
| 3.8 | Postgraduate research students | VPED, DGS, 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. | Vice President for Equality and Diversity/Dean of Graduate Studies/Students Union Executive, Vice President for Student Experience | AY2016/17 | In hand: initial meetings have occurred involving VPED, DGE and SU |
| 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 | | | | | |

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| 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. | Vice President for Equality and Diversity | From AY 2016/17 | In initial stages of establishing data sets required for Athena Swan, annual reports and progress on the Hierarchy Project |
| 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. | Vice President for Equality and Diversity | By November 2016 | Gender Action Plan approved by UMT, September 20th 2016 and by Udárás na hOllscoile on November 1st 2016 |

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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 |
| 1.2 | 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 Chief Operating Officer (COO) | Appoint a Head of the Equal Opportunities Unit @ Administrative Officer (AO) level. | | | Actioned and post occupied 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 Watt commenced inpost post June1st 2017 | |
| -0.5 time Grade 4 Equality Manager /Analytics. This post is already in the HR budget. | | | | | | |

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| 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 | Annual audit of committee and working group composition has commenced in early July, while awaiting the commencement of committee effectiveness review process |
| | | | Change the HR policy on the composition of interview boards with immediate effect – Head of the 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 taking place late June / July 2017 |
| | | | 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 | Colleges and Units achieved the Dec 2016 deadline. Work continuing with Academic Council membership and sub-committees of Údarás |

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| | | <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>In progress</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 being progressed as part of audit of committee composition in June/July 2017</p> |

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| | | <p>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.</p> | <p>VPED/ Deans / HoSs</p> | <p>AY 2016/17</p> | <p>Initial discussion with the Deans commenced in early June 2017 with a view to developing a support programme over the summer of 2017, for roll out in AY2017/18.</p> |
| | | <p>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</p> | <p>VPED/Heads of support functions</p> | <p>From AY2016/17</p> | <p>This has commenced via the President's Award for Support Services and the mentoring programme offered via the 30% Club. NUI Galway will participate for the first time in April 2017</p> |

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

| 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 | | | | | |
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| | Recommendation | Lead | Actions | Responsible | Timeline | Progress |
| 2.2 | Guidelines for Promotion The University should develop comprehensive guidelines and application support materials for all promotion schemes. | Human Resources Training and Development in conjunction with the Registrar and Deputy President / COO, Vice President for Equality and Diversity (VPED) | Examine current documentation and materials and make an assessment on whether they are fit for purpose (BB/AB, SL, PP) | VPED / HEOU | By end of December 2016 | |
| | | | 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 HEOU where relevant). | By end of December 2016 | |
| | | | Begin to do similarly, if required, with the Personal Professorship process | Registrar / DP, VPED | AY 2017/18 | To be progressed |
| | | | 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 | To be progressed |
| | | | This scheme will also require relevant guidelines and dissemination of relevant information (see recommendation 3.4 below). | | | To be progressed. Dependent on action above |

| 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 | | | | | |
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| | Recommendation | Lead | Actions | Responsible | Timeline | Progress |
| 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. | Deputy President and Registrar, 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/Deputy President/UMT | AY 2016/17 | Deans to identify how best to initiate full cross-college consultation on this matter over the summer 2017. VPED to produce a short discussion paper to help focus the consultation discussions at college/school board level(s) |
| | | | 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 over | Registrar and Deputy President | AY 2017/18 and 2018/19 | To be progressed |

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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 drafted by VPED and out with Deans for consultation with College executives. Comment and feedback will be colated over the summer of 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 | |
| | | | 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 | |

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| 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 | End AY 2016/17 | In progress - new Anti-bullying policy approved by UMT April 18th 2017. Recruitment and training of Contact Person is being progressed over summer 2017, with a view to full implementation of the new anti-Bullying policy from September 2017. Work to commence on updating Harassment policy |
| 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 | Progression dependent on completion of policy revision action above. | |
| 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. | | | HEOU | By end of AY2016/17 and ongoing | Currently being actioned based on revised Anti-Bullying Policy | |
| Provide training for contact persons and Heads of Schools Units in terms of the bullying and harassment agenda and relevant legal framework. | | | HEOU | June-September 2017 | As above | |
| Relevant training should also be developed and integrated into induction for new staff, induction for all new post holders with line management responsibilities. | | | HR Training and Development Unit | Developed and rolled out during the AY 2017-18 and then an ongoing feature of induction in NUIG. | Yet to be progressed | |

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| | | <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 HEOU.</p> | <p>End December 2017</p> | <p>To be progressed</p> |
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| 2.6 | Returns 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 a purpose (s) determined by the applicant may be drawn down to support the woman 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 €90,000 approximately. | Process should be overseen by HoS / Dean. VPED, Director of Management Accounting, in collaboration with HEO. | From September 2016 | Grant applications in early stage. Need to follow up with Deans and HoS re PMDS integration |

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| 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. | From September 2016 | |

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| | | <p>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.</p> | <p>VPED</p> | <p>AY 2016/17</p> | <p>Completed. Gov circular recommending top-up payment. Agreed by UMT Nov 2nd</p> |
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| 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, communicated 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 |

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| Ensure that all policies and procedures – and their implementation – support all staff to reach their potential and achieve an appropriate work-life balance | | | | | | | |
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| 2.9 | Parent Support Programme The University should introduce a formal parent support programme. | VPED | NUI Galway already provides a number of elements of a parents support programme through its current suite of family friendly policies. This will be augmented by enhanced leave supports being introduced as part of this action plan during AY 2016/17 | | AY 2016/17 | | |
| | | | Examine established models of parent support programmes and examples of good practice internationally and benchmark NUIG provision against these programmes | VPED / HEOU. | End of May 2017 | | |
| | | | Continue to develop and refine our parents support programme over the current and next academic year 2017-18. | VPED/HEOU/HR | AY 2016/17 AY 2017/18 | | |
| | | | This programme will include a number of measures and elements including the following: | | | | |
| | | | Supported parental leave | VPED / HEOU/ Director HR | Actioned September 2016 | | |
| | | | Supported maternity leave | VPED/HEO/Director HR | Strengthened and enhanced from September 2016 | | |
| | | | 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 Division | To be developed and rolled out during AY2016/17 | First programme (Ramp-up) ran on Feb 8th 2017 - 100% positive evaluation from participants. | |
| | | | Workshops for Line Managers in supporting working parents | OVPED | AY2016/17 | First workshops ran on March 8th 2017. 39 participants. 100% positive evaluation | |

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| | | 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 Estates to have a least two/three such facilities available and function on campus by end of AY 2016/17. Currently available facilities are in place in AP Engineering Building and ILAS |
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| | | Develop a set of policies to address maternity leave for undergraduate students | VP Student Experience/Director of Student Services and HEO | | To be actioned |
| | | In collaboration with the University Women’s Network, the Staff Social Club and Staff Club, stimulate the establishment of a parents support group/network on campus. | OVPED in partnership with UWN and Staff Club/Staff Social Club | | In progress - initial scoping drop in coffee sessions held in October 2016, Family Christmas gathering held in |

| 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 | | | | | |
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| | 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 | HEO | Annually in preparation for and as part of the Equality and Diversity Report to Údarás. | |
| | | | Plan for 50/50 representation of women and men on podium parties for graduations, awards and so forth. | All organisers supported by Communications Office | Ongoing | |
| | | | 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. | Commence in August 2016 and ongoing | |

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| | | <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 | Initial planning work progressing via European Women Rectors Association contacts. First visiting female European Rector meeting with women SLs and Profs in October 2017. |
| | | <p>Develop a high profile mentorship programme for women in support units and 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 | NUIG colleagues will participate in the 30% Club mentoring programme from April 2017. Other initiatives to be actioned |
| | | <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 2016/17 | To be actioned |

| 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 | | | | | |
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| | 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 | Commenced with SL promotions process |
| | | | Ensure all HR policies are up to date with current legislation and advised good practice. | VPED/HEOU/HR– Director of HR | End of December 2016 Revised time line end of February 2017 for Bullying Policy | Commenced with Bullying and Harrassment policies. New Anti-Bullying policy approved April 2017. Work to commence on Harassment poicy revisions |
| | | | Carry out Gender Impact Assessment on all HR policies. | VPED | AY 2016/2017 | Commenced with SL promotions process |
| | | | 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. | HEOU/ VPED | By end of AY 2016/17 | |

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | | |
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| | 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 | EOU/VPED to seek report from Training and Development Unit 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. | HEO | Dec-16 | 297 staff have undergone this training by end of October 2016. Further unconscious bias training for new HoS and interview panel members is in train for Sem 2 AY 2016/17 |
| 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 with be overseen by HEO and HR Training and Development. AS (Ireland) funding a rain the Trainers Programme for Irish HE sector | |
| 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, HEOU, VP Student Experience. | Over the coming two academic years and ongoing | UCB training now open to all staff and Post Docs | |

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| R03 | Capacity building and training Introduce initiative 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 | Review current IUA provision and UK Leadership Foundation Provision as a basis to both collaborate across Irish sector and develop appropriate NUIG tailored provision. | HR Training and Development, Registrar and Deputy President, OVPED | To be actioned | |

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | |
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| | Recommendation | Lead | Actions | Responsible | Timeline |
| 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. OVPED to review from equality perspective before pilot phase. 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. | COO, Director of HR HEO HEO, VPED | No timeline in place for completion Dependent on completion of action above Dependent on completion of action above |

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| Progress |
| Progress has stalled on competency framework |
| Dependent on completion of action above |
| Dependent on completion of action above |

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | | |
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| | 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 | In progress |
| | | | Examine newly developed schemes for progression and promotion for professional services staff, such as that recently introduced in Trinity College, Dublin. | COO | By end of 2016 | In progress with consultation in hand with both UCC and UL on their processes and experiences |
| | | | 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 | Dependent on completion of action above |
| | | | Roll out scheme across professional services. | COO | AY 2017/18 | Dependent on completion of action above |
| | HEA Recommendation 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 Recommendation: At the final selection step in the appointment process for non-academic positions | Chief Operations Officer, UMT. | Review and gender proof all recruitment documentation. | HR Recruitment Manager and HEOU | By end of October 2016 for current competitions and then ongoing. | This is in hand but will take till end of AY2016/17 2017 to complete. |
| | | | 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 |

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| | <p>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.</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. Timeline set by HEA: from 2016 (including competitions already underway)</p> | | <p>Applicant pool should show strong gender representation if not full gender balance.</p> | <p>HR Business partners</p> | | <p>This has been flagged to Support Services Directors</p> |
| | | | <p>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.</p> | <p>HR Business Partner and Head of relevant service.</p> | <p>For each competition.</p> | <p>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</p> |

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| | | 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. | Director of HR / Head of recruiting school/unit. | | To be actioned immediately and confirmed |
| | | 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. | Chair, Interview Panel as part of annual equality and diversity report to Údarás na hOllscoile. | | 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.</p> <p>Recommendation: Overtime, achieve greater gender-balance at all career levels (pay grades) within the institution.</p> | | | From 2016 | To be actioned |

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | | |
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| | 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 | To be actioned |
| | | | Review effectiveness of current offering across the University | HR Training and Development | By end of December 2016 | To be actioned |
| | | | Identify trained mentors currently available | HR Training and Development | By end of December 2016 | To be actioned |
| | | | Identify colleagues interested in acting as mentors for colleagues across 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. |
| | | | Identify colleagues interested in being mentored over the coming academic year | HR Training and Development, OVPED | AY 2016/17 | To be actioned |
| | | | In consultation with IUA and/or 30% Club develop and deliver mentorship training for both mentors and mentees | HR Training and Development | AY 2016/17 | NUIG participating in 30% Club/IMI mentorship programme from AY2016/17 |
| | | | Commence a cross-university mentorship programme prior to end of AY2016/17 | HR Training and Development, OVPED | AY 2016/17 | To be actioned |

| R03 Capacity building and training | | | | | | |
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| Introduce initiative 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 – HEOU. | At the beginning of each academic year via all available channels of communication. | Hold the date invitation circulated in June 2017 for Nov 2017 programme |
| | | | Matched funding (50% of cost) to be provided from OVPED (estimated total cost in AY2016/17 €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 – HEOU. Semester 1 of relevant academic year. | OVPED | | 20 NUIG colleagues participating in Aurora Programme 2016/17 |
| | | | Seek to build internal capacity to provide senior level Leadership programmes for staff of all genders. | VPED | From AY2017/18 | |

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| | | <p>Aurora is only one example of leadership development that would support women in leadership – or with leadership aspirations. In collaboration with the Registrar and DP and COO models of leadership development should be examined / developed that would be led, 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 WXN Ireland Top 25 award winners, for a broader base and appeal and skill set). Collaboration should be established with these women and organisations 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 NUIG in the lead in this area nationally and internationally and provide excellent leadership development opportunities that will equip the NUIG community to succession plan effectively for a more gender balanced organisation and world. Initial cost will be personal / institutional membership of the identified organisations (e.g. VPED personal Associate Membership of EWORA is currently €139 and institutional membership is €1,000) plus an allowance to set-up / attend 1-2 relevant meetings annually.</p> | VPED, COO, Registrar and Deputy President | From AY2016/17 | Associate membership of EWORA achieved and dev work in train. |
| | | Develop the NUIG equivalent to The Promotion Project (Rice C. 2011)[1] | VPED and Deans of College | From AY 2016/17 | Initial work has commenced on this with Dean in June 2017 |

^[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-rice.com/2011/06/19/the-promotion-project-getting-more-women-professors/>

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | | |
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| | 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 community. | 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 | |

| R03 | Capacity building and training Introduce initiative across the University to support gender equality and ensure that all staff are appropriately trained | | | | | |
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| | 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, DGS, PG Student Representative, An Údarás, SU | Meet with the incoming Sabbatical Officers of the Student Union to ensure engagement and support. Canvass the PGR students with regards to what would enable a greater sense of community. 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 PRG cohorts with each other as part of a PGR community. 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. | VPED, DGS, SU sabbaticals DGS/ SU DGS VPED, DGS, Student Union, Staff Club Management Committee | Summer of 2016 and ongoing. asap; but by the end of 2016 From Sept 2016 AY 2016/17 | In process |

| 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 | | | | | |
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| | 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 2016 | The Athena SWAN data requirements is now feeding into the scoping exercise for the data warehouse project |
| | | | 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 recruitments processes for equality and diversity purposes. | VPED, HEOU, Director of HR | From September 2016 | |
| | | | Ensure staffing capacity to mine 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. | HEOU, 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 | | | | | |
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| | 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 |

| R05 | Review of Recruitment Process To ensure that equality and diversity are core principles underpinning all elements of our recruitment policies and processes. | | | | | |
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| | 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 staff – formal and informal – from the use of professional networks through effective advertising to use of executive search companies / facilities. | Director of HR | AY 2016/17 | This is being actively worked on by the recruitment team in HR |
| | | | Consider application pipeline gender quotas for identified posts / disciplines | | | |
| | | | 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 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 | This is being actively worked on by the Recruitment team, HR |
| | | | 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 being processed and the resulting candidates taken to interview. | Director of HR | AY 2016/17 | 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 |

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| | | <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 | AY 2016/17 | |
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