**Senior Academic Leadership Initiative 2020**

**Form C**

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| **Higher Education Institution:** |  |

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| **INSTITUTIONAL SUBMISSION** |

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| **SECTION 1: HEI Progress Updates on Stated Gender Objectives** |

Please complete this form with your HEI progress update on the HEA Expert Group Recommendations and the Gender Equality Taskforce Actions. Please provide an update on each of the recommendations / actions indicated in the tables that follow. Clearly refer to relevant sections in your institutional Gender Action Plans. Please adhere to the word limits indicated and include a word count at the end of each update.

This section is worth a maximum of **20 marks (threshold minimum 10 marks)**.

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| **HEIs showing Leadership –**  **Institutional Gender Action Plans** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To ensure a roadmap for attainment of gender equality is developed in each institution. | **1.21** Each HEI will develop and implement a gender action plan (including goals, actions and targets), which will be integrated into the institution’s strategic plan and into the HEI’s compacts with the HEA. | To accelerate gender balance, all HEIs shall set ambitious short, medium and long-term targets (1, 3 and 5 years) for the proportion of people at each gender which it aims to have at senior levels of academic and profession, management and support staff across the institution  All HEIs shall set ambitious short, medium and long-term goals and actions at institutional level in order to progress gender equality  All HEIs shall submit their institutional gender action plan to the HEA and provide annual progress updates  It is envisaged that the institutional gender action plan will be implemented through discipline/business unit gender action plans |

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| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and relevant Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** |

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| **Athena SWAN Charter in Ireland** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To support and recognise the embedding of gender equality across all aspects of the work of HEIs. | **1.22** HEIs will apply for and achieve an Athena SWAN institutional award within three years.  TUs will apply for and achieve an Athena Swan award within three years of being formally established | HEIs shall apply for an institutional Bronze award by 2019  HEIs should retain their Bronze award until such time as they obtain a Silver award  IoTs working towards TU status will be required to show evidence to the HEA, annually through their institutional gender equality action plans, that they are working together to build gender equality into their merger process  Once a TU has been established, it shall be required to achieve a TU Bronze award within three years |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and relevant Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |

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| **Positive Action Interventions** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To drive change through the use of positive action interventions for academic staff. | **1.17** Each HEI will introduce mandatory quotas for academic promotion, based on the flexible cascade model where the proportion of women and men to be promoted/recruited is based on the proportion of each gender at the grade immediately below. | All HEIs shall strive for gender balance in the final pool of candidates for all competitions.  Each HEI is required to implement the flexible cascade model as a minimum (not a maximum), for both promotion and recruitment of academic staff and senior grades of professional, management and support staff.  Each HEI is required to set ambitious short, medium and long-term targets (1,3 and 5 years), over and above the flexible cascade model for both promotion and recruitment of academic staff and senior grades of professional, management and support staff  To enable HEIs to better monitor their progress and monitor patterns, data disaggregated by gender, contract type and broad discipline area or business unit should be collected on the number of applications, recruitment and promotions for all academic grades. This data should be submitted to the HEA annually for analysis at the sectoral and national level. |
| To drive change at professor level through the use of positive action interventions. | **1.18** A minimum of 40% women and 40% men to be full professors, at the appropriate pay scale. | New and additional gender-specific posts, at appropriate levels, as well as other positive action measures, should be considered where they would be a proportionate and effective means to achieve rapid and sustainable change. |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and relevant Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |

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| **Positive Action Interventions** (continued) | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To drive change through the use of positive action interventions for Professional, management and support staff, and to combat stereotyping of ‘female’ and ‘male’ roles and horizontal segregation among professional, management and support staff. | **1.19** 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.  **1.20** 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.  Overtime achieve greater gender-balance at all career levels (pay grades) within the institution. | To enable HEIs to better monitor their progress and monitor patterns, data disaggregated by gender, contract type and broad discipline area or business unit should be collected on the number of applications, recruitment and promotions for senior professional, management and support staff. This data should be submitted to the HEA annually for analysis at the sectoral and national level.  All HEIs shall ensure that there are concrete actions in their institutional gender action plan to address stereotyping of ‘female’ and ‘male’ roles. |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |



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| **Leadership** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To foster gender balance in the leadership of HEIs. | **1.1** At the final selection step, in the appointment process for new presidents (or equivalent), in so far as possible, the final pool of candidates will 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. | In planning for a new president, the governing authority will ensure that measures to promote gender equality within the search and selection process (as well as documenting the gender balance in the applicant pool, and at each stage of the selection process), are undertaken. The governing authority  will provide a report to the HEA. |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Leadership** (continued) | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To ensure HEI leaders foster a culture of gender equality in their HEI. | **1.2** In the appointment process for a new president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality. | In the appointment process for all leadership positions (including Head of Department), a requirement of appointment will be demonstrable experience of leadership in advancing gender equality. This will be included as a specific criterion in role descriptions. |
|  | **1.3** In the appointment process for a new vice-president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality. |  |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Leadership** (continued) | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To lead cultural and organisational change in their area of responsibility | **1.4** The deans and heads of schools/ department, divisional directors and section/ unit managers will be responsible for integrating gender equality in all processes and decisions made.  Evidence of leadership in advancing gender equality will be taken into account in appointments to these management positions | All staff in a leadership position within the HEI shall be responsible for integrating gender equality in all processes and decisions made. HEIs should create a framework within the HEI to indicate how this would be implemented. |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Leadership** (continued) | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To achieve gender equality in each HEI. | **1.5** Each HEI will, through a publicly advertised competitive process, appoint a vice-president for equality who will be a full academic member of the executive management team and who will report directly to the president. | Each institution should appoint a Vice- President/Director for EDI. This may be a full-time or part time role (if the institution can demonstrate, for its size and complexity, that the role offers sufficient  leadership capacity in gender equality, diversity and inclusion), appropriately resourced to be effective in the role **and shall be a member of the senior management team.** |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Governance and Management –**  **Representation on Key Decision-Making Bodies** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To ensure gender balance of all key decision-making bodies. | **1.6** Key decision-making bodies (concerned with resource allocation, appointments and promotions) in HEIs will consist of at least 40% women and 40% men. | HEIs shall submit to the HEA, in their annual December returns, a gender breakdown of governing authority/body academic council and executive management team members by gender. |
| **1.7** At least 40% of the chairs of key decision-making bodies (concerned with resource allocation, appointments and promotions) across the HEI will be of each gender in any given year. It is expected that over a three year period the ratio would be 50:50 women and men chairs. |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Governance and Management –**  **Governing Authority Gender Equality Sub-Committee** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To provide strategic oversight of organisational processes and policies in relation to gender equality. | **1.8** A gender equality sub-committee of the governing authority/body should be established.  The minutes of the sub-committee will be published within the HEI. | All HEIs to establish an EDI sub-committee of the governing authority (or a joint committee of governing authority and academic council) |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Embedding Gender Equality in Organisational Culture – Academically-led gender equality forum** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To support the mainstreaming of gender equality across the HEIs | **1.9** Each HEI will establish an independent, academically-led gender equality forum, chaired by the vice-president for equality and comprising staff members drawn from across the HEI with sufficient influence and motivation to effect change. | The academically-led HEI gender equality forum shall be chaired by either the President (or equivalent) or the Vice-President/ Director of EDI |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **Flexible and Agile Working** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To enhance the provision of support for staff members with caring responsibilities. | **1.10** Each HEI will establish a cross-institutional working group to develop a funded structure of family leave (inclusive of maternity, paternity, parental, adoptive, and carer’s leave) and develop mandatory guidelines to underpin this. | Each HEI will re-examine its guidelines to consider a structure of flexible working models (inclusive of core hours, remote working and career breaks) and develop guidelines to underpin this. |

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| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** |

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| **DEVELOPING GENDER AWARENESS AMONG STAFF** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To increase gender awareness among  staff. | **1.11** The HEIs will adopt measures aimed at actively developing gender  awareness among all staff. | The institutional gender action plan shall include measures to actively develop gender awareness  among all staff. |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and the Gender Equality Taskforce Recommended Action indicated above (max 100 words):** | | |

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| **INTEGRATING THE GENDER DIMENSION INTO TEACHING & LEARNING, RESEARCH, AND QUALITY ASSURANCE** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| |  | | --- | | To embed the gender dimension in teaching and learning and quality review processes. | | **1.12** The gender-dimension will be fully integrated into undergraduate  and postgraduate curricula. Face to face, unconscious bias  training will be fully integrated into initial teacher education. At  department-level, self-assessment (departmental reviews) will  include consideration of the gender dimension. HEIs will include  consideration of the gender dimension in the institutional quality  assurance report. | The institutional gender action plan shall include actions to embed gender equality in Teaching  & Learning, and Research, in particular how has the gender dimension been implemented into undergraduate and postgraduate curricula.  Departmental reviews shall include an analysis of gender equality.  HEIs will ensure that gender is examined as part of its quality assurance report. |
| To embed the gender dimension in research content. | **1.13** Ensure that the gender dimension is integrated into all research  content and provide training and support for research staff on  how to do this. |  |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and the Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |

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| **WORKLOAD ALLOCATION MODELS** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To ensure transparent distribution  of work. | **1.14** Ensure HEI workload allocation models are transparent, monitored  for gender bias on an annual basis.  Evidence of this will be taken into account in the performance  development reviews of managers/supervisors responsible for  setting staff workloads. | Workload allocations shall be discussed annually as part of staff performance and development reviews.  These reviews should be used to discuss career development and promotion opportunities in the sector. |
| **HEI Progress Update – please provide an update on each of the HEA Expert Group Recommendations and the Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |

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| **ENABLING DATA-DRIVEN DECISION-MAKING** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| |  | | --- | | To enable gender disaggregated data-driven decision-making. | | **1.15** A comprehensive gender-disaggregated data collection system will be in place in every HEI. | HR systems shall record gender disaggregated data and relevant data should be included in the institutional gender action plans.  All data will be made available to decision-making bodies as necessary, subject to legal requirements.  New developments in gender reporting should be incorporated into the data collection process. |
| **HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and each of the Gender Equality Taskforce Recommended Actions indicated above (max 100 words):** | | |

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| **OTHER INSTITUTIONAL INITIATIVES** |
| **HEI Progress Update – please list here and provide an update (objectives and targets) on any other institutional initiatives not included in the headings above that you would like to highlight, and if appropriate please include an outline of plans for future developments to progress organisational and cultural change (max 250 words):** |

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| **SECTION 2: HEI Progress Update on Appointment and Procedures Practices** |

The HEA Expert Group Report and the Gender Equality Taskforce Action Plan highlighted particular key areas for focus in in relation to recruitment and promotion procedures and practices (page 67 and 26-27 respectively). The implementation of these by the HEIs will be taken into consideration as part of the assessment process, thereby helping to embed the gender-proofing of appointment procedures and practices.

Please provide an update on each of the recommendations/actions presented in the table below. Clearly refer to relevant sections in your institutional Gender Action Plans. Please adhere to the word limit indicated.

This section is worth a maximum of **20 marks (threshold minimum 10 marks).**

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| **Recruitment and Promotion Procedures and Practices** | | |
| **HEA Expert Group Objective** | **HEA Expert Group Recommendation** | **Actions recommended by Gender Equality Taskforce** |
| To gender-proof recruitment, selection and promotion procedures and practices. | **1.16** The recruitment, selection, and promotion procedures currently used, will be reviewed to ensure that they are gender-sensitive. | All HEIs shall ensure that there are concrete actions in their institutional gender action plans, elaborated where appropriate at discipline and business unit level, to bring their existing policies in line with good practice |
| A report on the recruitment, selection and promotion procedures and practices must be submitted to the EDI sub-committee of the governing authority at least once annually, and should include statistical analysis of applications, recruitment and progression for all academic and professional, management and support staff. |

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| **Recruitment and Promotion Procedures and Practices**  *HEI Progress Update – please provide an update on the HEA Expert Group Recommendation and Gender Equality Taskforce Recommended Actions indicated above (max 1000 words):* |